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A PROCESS FOR PARTICIPATION

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New
Directions
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A PROCESS FOR PARTICIPATION

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NEW DIRECTIONS FOR SUNNYVALE: A Process for Participation

SUMMARY

The city of Sunnyvale recently completed a year-long project designed to incorporate citizen, city council, and city staff in the decision-making process of the city.

These groups worked together through discussion groups, written reports, briefing sessions, public hearings, citizen surveys, workshops, and task forces. This report describes this project that has been successful in implementing new programs and processes in the city.

There are four major phases to the project. In phase one, city issues were researched through departmental workshop sessions, citizen input, and discussions with community groups. In phase two, issues were defined by the preparation of in-depth issue papers, three-day staff workshop on existing and alternative services, and the design of a citizen survey. In phase three, issues were tested through the citizen survey. Citizens expressed evaluation of the effectiveness of present services and desire and willingness to pay for new services. In phase four, action was taken on the issues. Five-hundred-fifty citizens, the city council, and city staff met for a day-long town workshop to discuss issues, survey results, and action options. Then citizen task forces met and recommended specific programs to the council, most of which were implemented.

Their recommendations prompted changes in the city budget, put other issues on the ballot for funding, and impacted on the Community Development Block Grant plans and specific neighborhood projects.

The project involved citizens, council, and staff in developing and implementing new directions for Sunnyvale.

NEW DIRECTIONS FOR SUNNYVALE:

A PROCESS FOR PARTICIPATION

"The answer to the question 'What is our business?' is always a choice between alternatives, each of which rests on different assumptions regarding the reality of the business and its environment. It is always a high risk decision. It always leads to changes in objectives, strategies, organization, and behavior."

(Peter Drucker, 1974)

The City of Sunnyvale has recently completed a project that involved many groups in assessing what its business should be. Citizens, community groups, city council, and city employees examined existing and potential city services through group discussions, briefings, surveys, workshops and task forces. The results of this deliberate and thorough asking of "What is our business?" have indeed resulted in changes in objectives, strategies, organization and behavior. The city now has a new emphasis on social programs such as employment, neighborhood centers, and child care. Other services have been adjusted to changing demographic demands, and increased participation has become part of the policy process.

This report is a description of the city, the process and the results.

PART I: THE CITY

Sunnyvale is a city of 105,000 located 40 miles south of San Francisco in the Santa Clara Valley of California. The city has a diversified

industrial base with aerospace, electronics, computer software and hardware firms, and food processing plants dominant. The city has a relatively homogeneous population -- 5.4% are non-white -- and a relatively affluent but not wealthy population -- a median family income of \$12,000 compared with a national median of \$10,196. (1970 Census)

During the period of its rapid growth (1945-1970), the main concerns of Sunnyvale's city government were provision of the physical facilities necessary to support and encourage further growth (e.g.: streets, sewers, parks, water supply). Most of these physical facilities are now built, so the city's focus began to change.

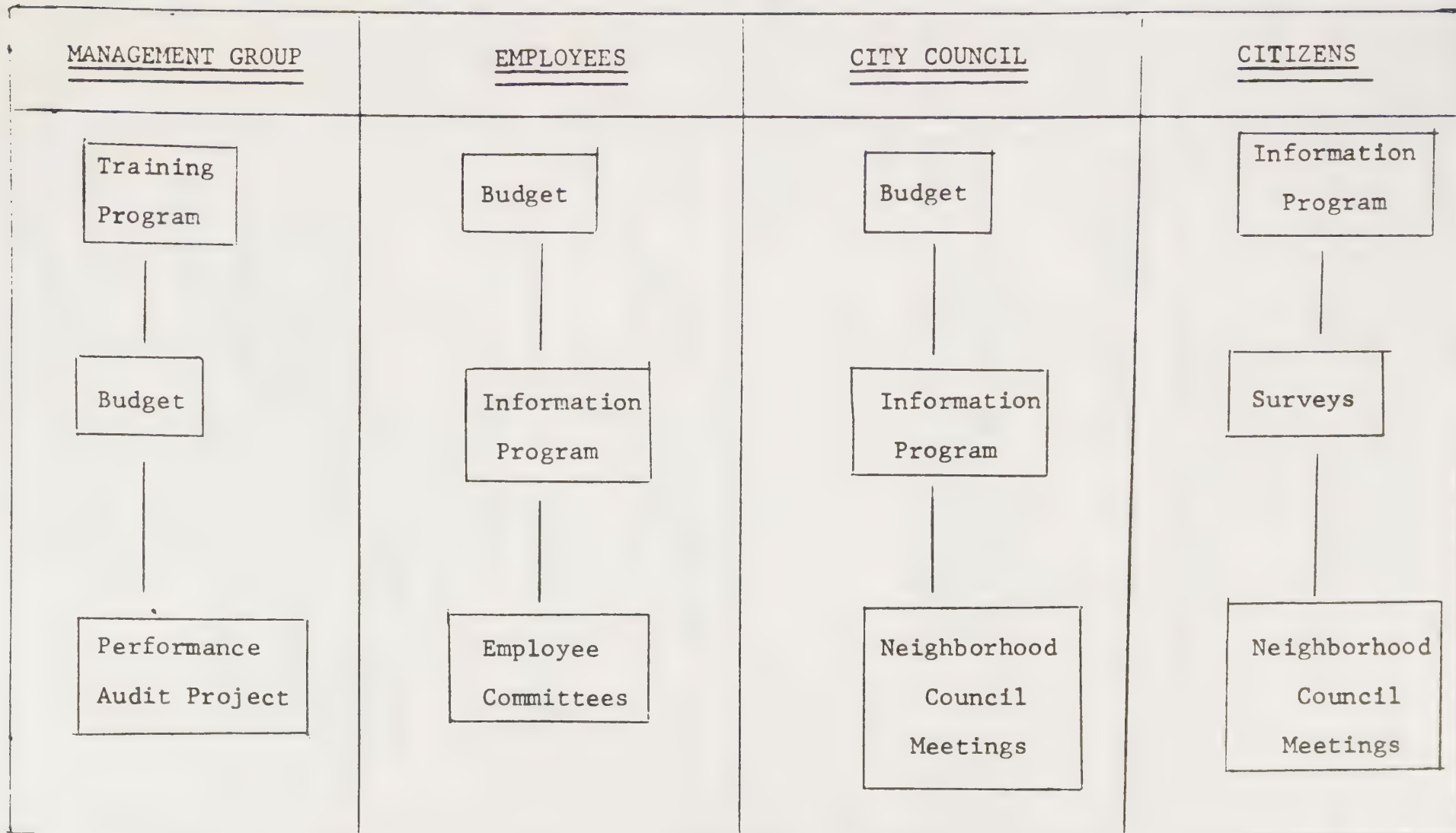
The purpose of the "New Directions" project was to gather information and develop options relating to the city's changing needs and opportunities.

Antecedent Conditions

Although the "New Directions" project was a new process for the city, there were several antecedent conditions that contributed to its success. Figure 1 depicts those conditions in relation to a major group included in the project.

The management group, a group of fifty program managers including department directors and first line supervisors, had experienced related processes through training programs, the budget process, and the performance auditing project.

Figure 1: ANTECEDENT CONDITIONS



City employees had experienced related processes through the budgeting process, the employee information program, and employee committees.

The city council had experienced related processes in the budget process, the information programs, and neighborhood council meetings.

Citizens in general had experienced related processes in the information programs, other citizen surveys, and neighborhood council meetings.

Management Training

Management training is an ongoing process in the city that facilitated the "New Directions" project. In the past eight years, (1968-1975), training for the management group has concentrated on the Sunnyvale data processing system, management by objectives, performance evaluation, and organizational development, including courses on organizational awareness and team building. Each fall for the past four years, (1971-1975), there has been a three-day retreat for the management group. One-day management workshops are held every two months during the remaining year. The sessions are designed to give the management group an identity, to distribute information on new management concepts, and to generate ideas for improving the existing management system.

Recently, the continuing education program of the management staff has included a management rotation program. During the fall of

1973, each of the eight department directors rotated to a different department for three months. In the next two years, forty of the fifty managers rotated jobs to gain new experience and recommend improvements. These training programs facilitated management's involvement in the "New Directions" project.

The Budgeting Process

Each manager is also involved with the budgeting process. Sunnyvale has an operational Planning Programming Budgeting System supported by a computerized Management Information System.

The management staff prepares the program budget on an eight-year allocation cycle. There are sixty-three operational programs in the city. Each program has an overall objective, a proposed work program, and quality goals (effectiveness measures). A sample budget page is included in the appendix.

City employees and the city council are also familiar with the goal-oriented budgeting process.

Performance Auditing

The "New Directions" project began as an expansion of a performance auditing project sponsored by the General Accounting Office and the International City Management Association in 1973-1974. The performance auditing project was limited to the public safety (police and fire) function. Its purpose was to develop measures for the effectiveness of the nine public safety programs.

The performance auditing project refined these effectiveness measures (quality goals) and the information system that monitors their progress throughout the year. The project quickly illustrated the importance of setting meaningful goals. The "New Directions" project began as a way of incorporating citizen opinion and evaluation of effectiveness of city services into the goal setting process.

Employee Involvement

The employee information program consists of a regular information bulletin delivered every two weeks with the paychecks. The bulletin describes city programs.

In the past two years (1973-1975), the city manager has also started employee groups to involve employees in the city, its management system and their own career development. The Manager's Advisory Council reviews city policies and proposed city projects. The Employee Development Committee recommends career development programs and the Safety Committee recommends safety improvements.

The Manager's Advisory Council reviewed the "New Directions" project during its various phases. All employee committees illustrate a commitment to more employee involvement such as that incorporated in the "New Directions" project.

City Council & Citizens

The community relations information program is the on-going method for communication between the city council and the citizens. Brochures are mailed to households in Sunnyvale every month describing city programs.

In addition, five neighborhood council meetings are held each year. At these neighborhood sessions, city council meet informally to discuss citizen problems and city programs.

There has also been limited experience with citizen surveys. The city sponsored a citizen survey in 1969 to gather information used in a Community Renewal Plan. The survey was a written questionnaire (no interviews) administered to 3,200 people. A second citizen survey was conducted in 1970 as part of an evaluation of a mobile community services van, a federally-funded project to improve police-community relations. The survey, conducted in two phases, was a written survey of 238 users of the van. Each survey was designed for a specific, limited use. Neither was widely publicized nor used in the city's budget process.

Summary

Sunnyvale is a medium-sized city in a metropolitan area that has experienced rapid growth. That growth created demands for physical facilities that have been met, and other service demands that need to be met. The purpose of Sunnyvale's "New Directions" project was to involve various groups in identifying those needs and ways to meet them.

Although the "New Directions" project was a new process for the city, there were several antecedent conditions that contributed to its success. The project built upon the experience of the budgeting process, management training programs, the performance audit project, employee information and involvement programs, and community relations programs.

PART II: THE PROCESS

Scope & Cost

The "New Directions" project lasted one year and consisted of department meetings, a citizen survey, briefing sessions, informational reports, a town workshop, and citizen task forces. Groups involved in the process included city employees, the city council, and citizens. The project explored the major services of the city: public safety (police and fire), public works (streets and utilities), community development (planning, zoning, code enforcement), parks and recreation, library, information. It also explored some non-city services (e.g.: public transportation, Cable TV) and possible new city services (e.g.: child care, low income housing). The actual survey is included in the appendix.

The cost for the consultant used to administer the citizen survey was \$15,927.50. All other costs were absorbed through existing city programs.

Assumptions

A major assumption of the project was that participation of various groups would 1) inform more people, 2) get more information and

opinions into the process, and 3) increase the probability that the information would lead to action.

A second related assumption was that the project would be most effective if linked to the on-going processes of the city, particularly the antecedent conditions described earlier.

Timetable

Figure 2 depicts the basic timetable of the "New Directions" project from May 1974 to June 1975.

The chart also depicts the four major phases of the project:

- 1) Issue Research, 2) Issue Definition, 3) Issue Testing, and
- 4) Issue Action.

Phase 1: Issue Research

In the initial phase of the project, four groups analyzed city issues: a) the management staff (departmental groups), b) the city council, c) community groups, and d) individual citizens.

Figure 3 depicts the involvement of these groups during the issue research phase.

The first public mention of the citizen survey was in an oral report to the city council March 12, 1974. The survey was linked to the performance audit process as a way of improving the goal-setting process.

FIGURE 2:

PROJECT TIMETABLE		
		1974
ISSUE RESEARCH		May and June Departmental research
		July and August Community outreach
ISSUE DEFINITION		September Combine departmental and community input in issue papers
		October Design and pretest survey; develop action plans
ISSUE TESTING		November Conduct survey
		December Tabulate and analyze results
		1975
ISSUE ACTION		January Report to community; town workshop
		February Citizen task forces meet
		March Task force plans for action recommended to city council
		April Budget preparation for task force recommendations
		May Budget hearings
		June New programs begin

More detailed plans for a citizen survey were presented to the department directors the second week in May and to the city council the following week. The purpose of the survey was to gather information regarding changing community conditions and needs.

Department Research

With the council's endorsement, the project began. During May and June, program managers met in departmental groups to begin the research of issues facing the city. These sessions began with a briefing on the survey process. The managers then reviewed the service goals stated in the Resource Allocation Plan (budget) and related them to their assumptions about community needs. The purpose of this process was to examine the basic purpose for providing government service, to think broadly about the mission of the department.

Departmental groups then identified clienteles for their services. For example, teens were a clientele population in both the parks and recreation department and in the public safety department. Thinking about specific client populations enabled managers to focus on specific needs met by existing services. It also illustrated the lack of information regarding who was served by a particular service. The clientele for more open space programs, for example, was not clear. The focus on clientele also helped make explicit the assumptions managers had about the community. "The citizens, because of high incomes, are particularly interested in saving dollars and having the city perform the desired services in an efficient, economical manner."

After identifying the clientele, departmental groups discussed groups whose needs were not being met. For example, parents with children two to six years old could use the weekly pre-school program at parks in the summer. Parents needing year-round, day-long care for their children had no programs and were a potential clientele. Departments used demographic and other planning data to identify potential clienteles and needs of the community.

The next step in the departmental research portion of the issue research phase of the project was to develop alternative programs to provide the needed services. The new or modified services were examined in terms of 1) a general description, 2) clientele served, 3) yearly costs, and 4) impact.

From these descriptions, departments formed initial questions for a citizen survey. An example from recreation concerned little league fields:

The little league program is presently operated by five little league organizations throughout the city. Each league utilizes its closest neighborhood park to carry out its program. In an attempt to give better service would you like the city to consolidate its services into one or two centralized little league complexes?

	1	2	3	4	5	6	7
1. <u>Description:</u>	10 neighborhood ballfields used in neighborhood parks			1. <u>Description:</u>	1 or 2 centralized ballfield complexes (approximately 6-8 fields in a complex)		
2. <u>Clientele:</u>	15% of boys & girls, 8-13			2. <u>Clientele:</u>	Same		
3. <u>Cost:</u>	Same as now			3. <u>Cost:</u>	20% reduction		
4. <u>Impact:</u>	Independent scheduling and ground rules			4. <u>Impact:</u>	Little leagues would need to change to scheduling to share times. Would require acquisition of additional land, higher quality maintenance.		

The questions were too complicated to use in the actual survey, but they captured the issues of greatest concern to the departments.

Identifying issues and thinking in terms of alternatives were the major products of the departmental research.

Community Outreach

During the summer, questions similar to **those** discussed in the departmental sessions were answered by the city council, community groups, and individual citizens. (See Figure 3)

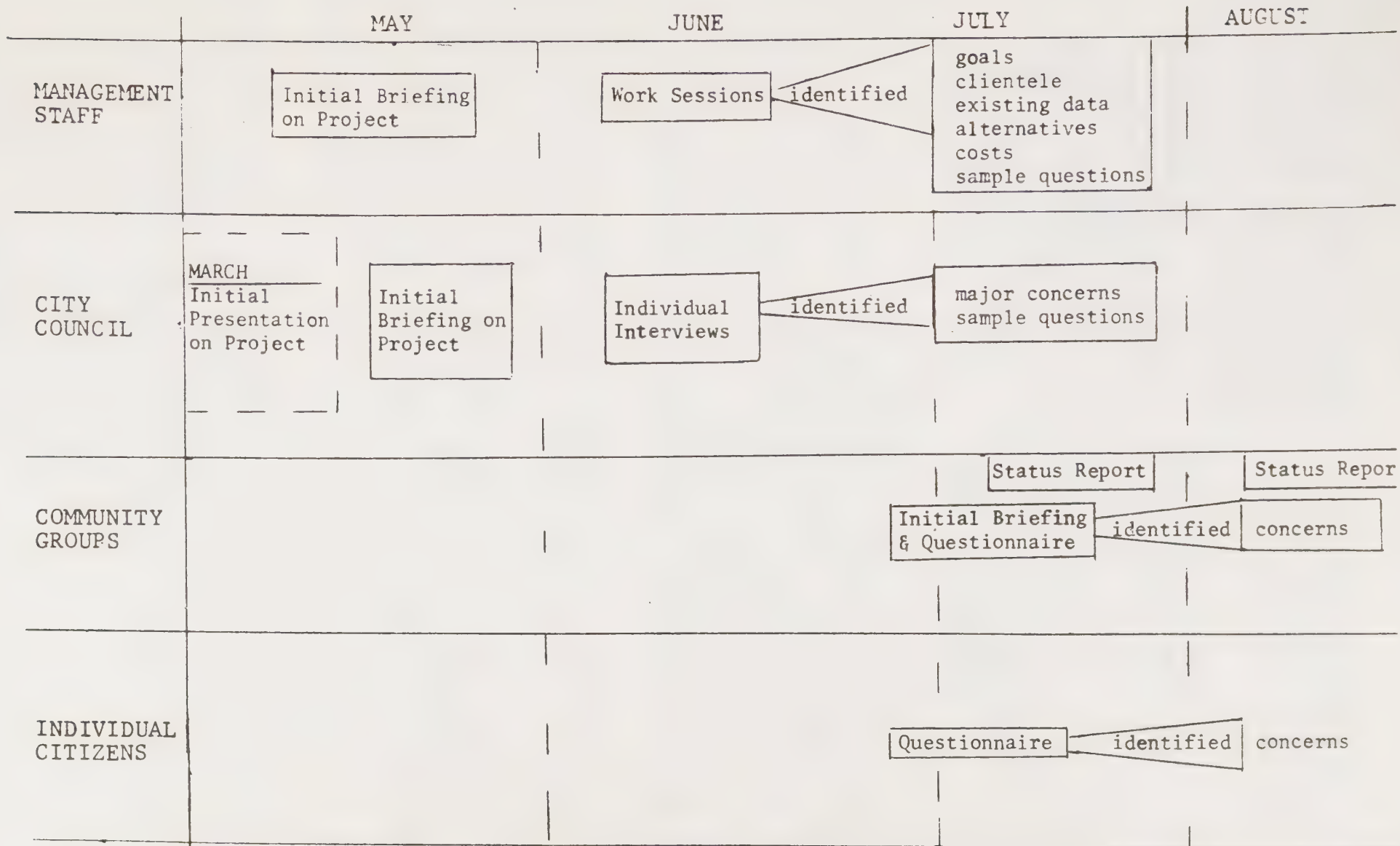
In individual interviews in June, the city council discussed the project, city priorities, new services, and issues about which they wanted more information. Council members asked questions about the citizen survey and gave specific areas to be covered on it. Examples were citizens' opinions on new bike paths and taxes.

Individual citizens also had the opportunity to respond to similar open-ended questions. The July issue of the city newsletter, "Sunnyvale Action," took a questionnaire to each household in Sunnyvale. (The newsletter is included in the appendix.) The questionnaire asked what people liked and did not like about the city, what was the city's major problem, and what new services citizens wanted.

Citizen survey exhibits were set up in city hall, the library, and the community center. Displays explained the purpose of the survey and had questionnaires to fill out.

FIGURE 3:

PHASE I: ISSUE RESEARCH



During July and August, community groups were contacted to explain the project and get their perceptions and concerns about Sunnyvale.

Types of groups contacted included:

service clubs	co-sponsored clubs
business & professional organizations	churches
Chamber of Commerce	historical society
senior citizens	PTA
boards & commissions	schools
county officials	Girl Scouts
referral organizations	sports groups
political organizations	homeowners organizations
women's groups	cultural & entertainment groups
special interest groups	agricultural groups
	community schools

A speaker went out to each group with regularly scheduled meetings to discuss the project. After the discussion, group members filled out the same questionnaire that had been mailed to the homes and used in the displays. A total of 1,000 questionnaires were completed, half from mailings and displays and half from group meetings.

Groups varied in their expressions of concern, generally along the organizing interest of the group. For example, dance clubs were interested in more covered recreational facilities, business organizations and the Chamber of Commerce were interested in downtown redevelopment, and senior citizens were interested in transportation.

General concerns of most groups were their continuing involvement in the project and the use of the survey results. One group wanted to take more control in the process and review and approve all

questions before they were included in the final questionnaire. Several meetings were held with this group to insure adequate input without jeopardizing the objectivity of the final questionnaire. It was at this point that monthly status reports were instituted to inform the community groups, the press and interested citizens of the past and upcoming month's project activities. The status reports continued throughout the project.

Summary

The first phase of the "New Directions" project was issue research. During that four-month phase (May-August, 1974), departmental groups, city council, individual citizens, and community groups expressed their concerns about the city. From the beginning of the project, all major target groups were involved in the process, understood the project, and contributed opinions, concerns and expertise. The data collected in this phase of the project was the basis for the second phase: Issue Definition.

Phase 2: Issue Definition

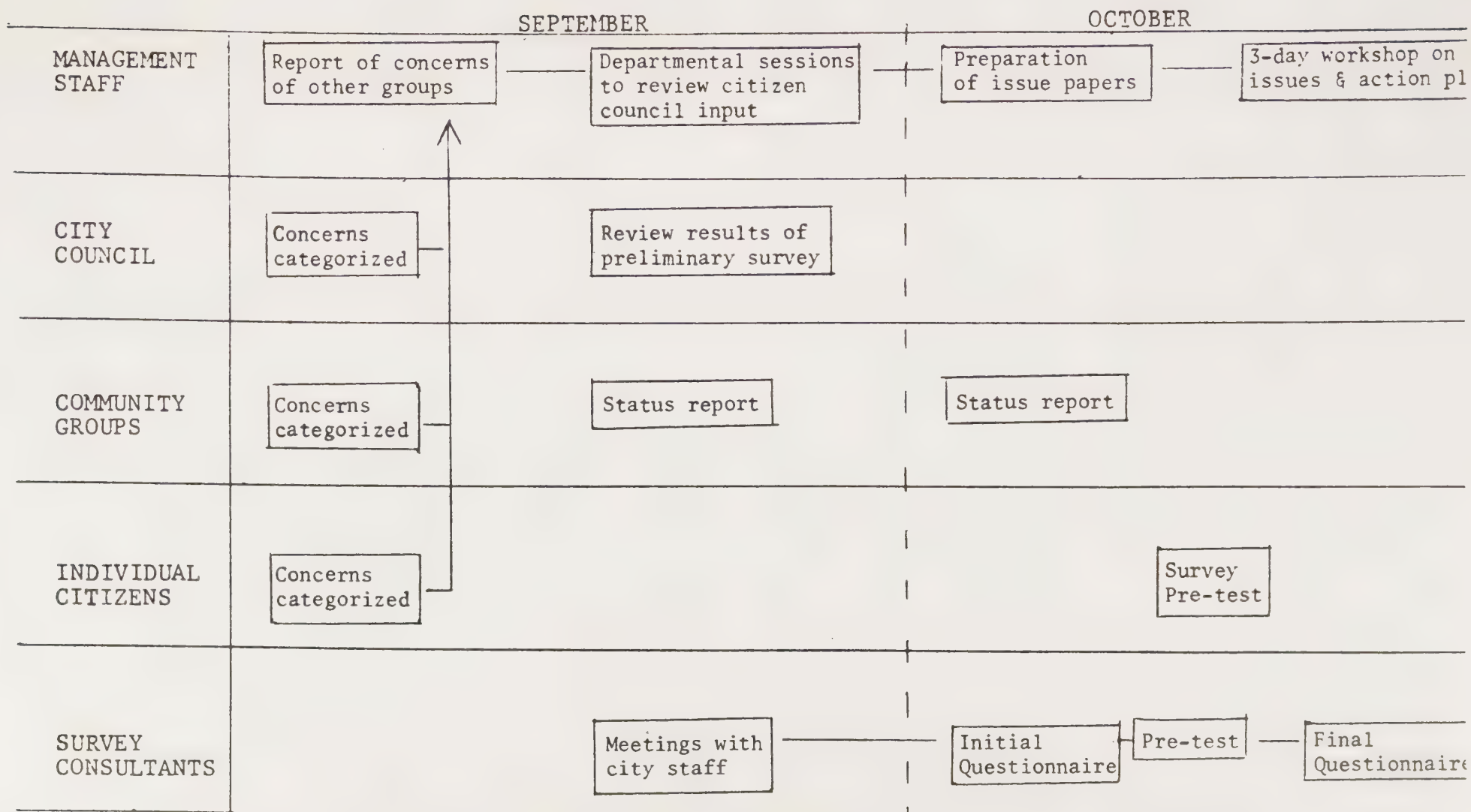
The second phase of the "New Directions" project was issue definition. Figure 4 represents the two-month phase that combined the data collected in the issue research phase into clear issues.

Each of the responses to the open-ended questions on the 1,000 preliminary questionnaires was coded and tabulated. In addition, comments relating to specific city services were grouped by the department providing that service.

The departmental groups met again to review the results from citizens,

FIGURE 4:

PHASE II: ISSUE DEFINITION



community groups, and the city council, The groups were also given the sample questions and lists of concerns they had developed in the issue research phase. Groups made comparisons between their original perceptions and the direct input of the other groups. Examples of the type of new information are: 1) the feeling of the majority of citizens responding that Sunnyvale was too crowded, and 2) public transportation was a major concern.

The preliminary questionnaire was not designed as a scientific tool to precisely reflect citizen needs or evaluations of effectiveness. It was designed to institute citizen input into the formulative stages of the process. That involvement 1) informed citizens of the process, 2) insured consideration of major concerns, and 3) was the basis for increased citizen involvement later in the process.

Once the results of the preliminary questionnaire were tabulated and compared with initial departmental information, the city manager directed each department director to prepare issue papers. The topics of the issue papers were as follows:

<u>Department</u>	<u>Issue Papers</u>
Administration	Employer-Employee Relations Citizen Participation & Information Affirmative Action Child Care
Finance	Financial Posture

<u>Department</u>	<u>Issue Papers</u>
General Services	County Transit Service School Facilities Utilization City Buildings & Equipment
Parks & Recreation	Open Space Park Services Bicycle System Recreation Services
Library	Library Service & Facilities
Public Safety	Public Safety: Organization & Planning Emergency Medical Service Neighborhood Center Fire Protection Service
Public Works	Street Maintenance Traffic Conditions Water Pollution Control Potable Water System Solid Waste Collection & Disposal
Community Development	Downtown Renewal Housing Industrial Development

The manager directed that each issue paper be a comprehensive

exploration of the topic including: 1) history and background, 2) current status, and 3) options for the future.

These issue papers were the basis of a three-day management workshop at the Asilomar Conference grounds. Before the workshop, each of the fifty program managers received a booklet containing one-page summaries of all the issue papers, grouped into six issue areas: Environment, City Appearance, Traffic and Transit, Recreation and Cultural, New Services, and Upgrading Existing Services.

A group of twelve facilitators was chosen from the management group to lead the small group sessions at Asilomar. These facilitators were all new to the city or had had no previous experience as a group leader. The consultant for the workshop met with these facilitators prior to the workshop for an afternoon training session on how to run the groups.

At the session, the small groups identified issues and developed action options, revising the ones expressed in the issue papers, and creating new ones. The small groups were composed of managers from different departments to encourage varied perspectives on problems and to familiarize the entire group with the many issues facing the city.

Once issues and action options were identified, the small groups conducted a force field analysis on the options. A force field analysis is a technique for identifying forces encouraging and restraining the execution of action options.

On the last day of the workshop, the manager presented plans for using citizen task forces to work with the survey results.

The results of the workshop were distributed after the workshop for inclusion in the issue papers.

The city council, in three small group meetings, also received the results of the preliminary questionnaire, and discussed plans for using the results.

The only additional involvement citizens had during this phase was receiving status reports and participating in the survey pretest.

The consultants hired by the city to administer the questionnaire also aided in defining the issues. In September, they met with department directors to hear their concerns. The directors reviewed the initial draft of the questionnaire before it was pretested with a small (20-30) sample of citizens.

The city manager and department directors, working as a project committee, reviewed several (eight) drafts of questionnaires during October. They reviewed in-house drafts compiled from the questions and concerns raised during the issue research phase. The purpose of these reviews was to prioritize the many concerns and familiarize directors with the questionnaire content. Directors also reviewed two questionnaire drafts developed by the survey consulting firm. The purpose of these reviews was to check the language of the questions for possible bias and to shorten the questionnaire to

thirty minutes.

To decrease the possibility of bias in the final questionnaire form, the manager and the department directors did not review the final questionnaire form. The city council did not see any of the draft questionnaires. The project manager gave final approval of the questionnaire.

While working with city staff on the questionnaire, the survey consultants hired also drew a random sample of households, and trained twenty interviewers to conduct the survey.

With the issues defined, the questionnaire complete, background papers prepared, the sample selected, and the interviewers ready, the project moved into the next phase: Issue Testing.

Phase 3: Issue Testing

The third phase of the project was testing the issues through a city-wide survey with a scientific sample of 653 residents. About 80% of the survey was administered in the first two weeks of November, with callbacks lasting through the third week. The survey consultant was completely in charge of the survey administration, including verification, coding, and tabulating the responses.

On December 6, the city received the initial responses to the questionnaire as reproduced in the appendix. Answers were expressed in percentages of the sample. Answers were not broken down by the demographic characteristics of the population. For example, the

city knew that 35% of the people answering felt very safe walking alone in their neighborhood at night, 45% felt reasonably safe, and 18% felt not safe at all. The city did not know how many women as opposed to men felt safe, or where in the city those who felt unsafe lived. The cross-tabulations providing these kinds of answers were not available until later in the month. The cross-tabulations showed a breakdown of demographic characteristics by census tract. This information was helpful in assessing needs in specific neighborhoods.

Figure 5 illustrates the involvement of various groups in the two-month issue testing phase. The citizen involvement during this phase was through the actual survey.

The initial results of the survey were released to the city manager and department directors on Friday, December 6, 1974 to incorporate into the council briefings that began the following Monday. The city council received booklets with summaries of the issue papers, similar to those the management group had received prior to the October Asilomar session. The council received the three new issue papers prepared after Asilomar: Tennis, City Disaster Preparedness, and Emergency Communications.

Three day-long council briefing sessions were held the second week of December. At these meetings department directors and some of the management group presented the issues as defined in the issue papers. The presentations emphasized options the city council could choose to address the issues. At the end of the briefings, the project manager presented the initial survey results and the

FIGURE 5:

PHASE III: ISSUE TESTING

NOVEMBER

DECEMBER

MANAGEMENT
STAFFDept. directors
review initial
resultsPrepare briefings on issue
papers to incorporate
survey resultsSURVEY
TASK FORCEAnalyze
ResultsWrite
ReportsPrepare for
WorkshopCITY
COUNCILCouncil receives
issue summariesBriefings on issue
papers & initial resulCOMMUNITY
GROUPS

Status Report

Meetings on
Initial results

CITIZENS

Survey

SURVEY
CONSULTANTSConduct
Survey

Tabulate results

plans for action on the results. Those plans included a town workshop and citizen task forces.

The community groups were involved through a status report and through personal contact. All eighty groups involved in the first phase of the project were contacted again to arrange a briefing session of the survey results in January. Several additional groups were also contacted.

Besides the survey consultants citizens, management staff, and city council, a new group became involved during the issue testing phase of the project. The Citizen Survey Task Force was formed to analyze the results, prepare reports, and prepare for the town workshop. The team consisted of the project manager, the community relations program manager, a public works employee (draftsperson), a recreation assistant, an analyst and supervisor from public safety, and a librarian.

Analysts on the task force prepared results and initial interpretations of results. The community relations program manager and the project manager prepared the report to citizens on the results. The drafts-person made charts, posters and other visual aids to display the results. The recreation assistant was in charge of facility preparation for the workshop, and the librarian contacted community groups.

A chart describing the total responsibilities of the task force is included in the appendix.

With the survey conducted, the results tabulated and analyzed, and reports written, the issue testing phase of the project was completed. Management staff, city council, community groups, and citizens were now ready for the final stage of the process: Issue Action.

Phase 4: Issue Action

The last phase of the project was to use the information gathered in the previous phases to recommend changes in city services. This six-month phase, Issue Action, is depicted in Figure 6. The tasks of this phase include: 1) inform people of survey results, 2) train workshop participants, 3) encourage workshop attendance, 4) hold town workshop, 5) meet in task forces, and 6) recommend action to city council.

The first task of this phase was to get the survey results to all the groups. The first announcement of the results was at the regular city council meeting on January 7, 1975. The oral report on initial results did not include cross tabulations. After the report on results, the mayor announced the council's plans for working with the results: a town workshop on Saturday, January 18, 1975 followed by citizen task forces to recommend programs to the city council.

Citizens at large were told of the survey results through written reports.

The same week the council heard the results and the mayor announced

FIGURE 6:

PHASE IV: ISSUE ACTION

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
MANAGEMENT STAFF	Briefings on results Revise issue papers	Speeches to community groups Presentation at workshop	Meet with citizen task forces	Budget Preparation	Budget Preparation	Budget Hearings
SURVEY TASK FORCE	Talk with community groups	Prepare workshop Workshop				
CITY EMPLOYEES	Briefings on survey results	Town Workshop		MAC reviews task recommendations		
CITY COUNCIL	Presentation of results	Presentation at town workshop	Meet with citizen task forces			Budget Hearings
COMMUNITY GROUPS	Briefings on survey results	Town Workshop Status Report	Join task forces Status Report	Task force report	Status Report	
CITIZENS	Report on results	Town Workshop	Join task forces	Report on task force recommendations		
CITIZEN TASK FORCES	Initial Meeting	Meetings with staff and council		Recommendation to Council Status Report	Budgets for Recommendations Status Report	Budget Hearings

plans for working with results, reports to citizens arrived in each household in the city. Press conferences were held with news media so there would be adequate news coverage of results. Samples of the articles relating to the project are included in the appendix. In addition, several local radio stations interviewed the project staff regarding the survey process, the results, and plans for the workshop.

The same week the council and citizens heard survey results, the management group heard the results. On January 8 the management group met for an afternoon session to get results and prepare for briefing others on those results. Each manager saw copies of the citizen survey for the first time, got booklets containing the cross tabulations and analysis of results, had the opportunity to discuss results, and was briefed on the next phases of the project.

The management group in turn held meetings with all city employees to discuss survey results. These meetings were scheduled during the two weeks prior to the workshop. Managers met with employees in small groups to facilitate discussion of results, implications for departmental operations, and plans for the workshop and citizen task forces.

Members of the management group contacted community groups as well as employees. Community groups were first told of the survey results and workshop plans through these personal meetings. The survey task force and members of the management staff also went to

seventeen meetings of community groups scheduled between January 7th and 17th. Groups with no regularly scheduled meeting during that time were invited to an evening briefing session on January 9. That night there were seventy people representing fifty-two groups. The interest in survey results at this meeting was high. Each representative saw the survey for the first time, received a copy and had an opportunity to discuss results and process with the project manager. The project manager also explained the process for using the results and recommending changes in city services. Representatives were encouraged to tell other members of their group about the results, the workshop and the task forces.

After informing interested groups, the second task of the issue action phase was to train workshop participants. The initial briefing of the management staff and subsequent sessions with employees and community groups constituted the basic workshop training for the management staff. The preparation and revision of the issue papers and discussion of issues at Asilomar had given the managers a comprehensive understanding of the issues. Their training prior to the workshop focused on incorporating citizen survey results and practicing the verbal delivery of the information. Each manager was assigned to a specific workshop session and was expected to be knowledgeable on that topic. If managers were not making the actual presentation, they acted as reserves, ready to lead small group discussions with citizens. The week before the workshop, the council received revised issue papers that incorporated survey results. Each council member was asked to chair one or two workshop sessions. The council met with management staff assigned

to their workshop sessions to review the schedule, ask questions, develop a format for the meeting and review the issue papers and survey results.

Once the groups were informed and the participants were trained, the next task was to encourage workshop attendance. To encourage participation, the city provided transportation to the community center from all park sites the day of the workshop and a free lunch. Efforts to get citizens to come to the workshop included 1) the report to citizens sent to the homes, 2) personal invitations addressed to 800 community leaders, 3) telephone calls just before the workshop, 4) posters in the community, 5) flyers sent home with school children, and 6) news articles describing the workshop.

Community groups were urged to attend during their informational meetings on survey results. The mayor and council also used the personal invitations to invite members of community groups.

City employees were invited to attend in the survey briefing sessions held with their supervisors and through the employee news bulletin. Posters were displayed in city hall, library, and community center to remind everyone of the workshop's date, place, time and purpose.

With all this preparation, the town workshop called "New Directions for Sunnyvale" began.

On Saturday, January 18, 550 people met at the Community Center to hear results, discuss issues and plan new directions for the city.

They began the day in the gym with the mayor's welcome and a brief review of the six-month project. The vice president of Field Research Corporation, the consultants for the survey, then explained the survey techniques. He explained the concept of a random sampling procedure, the interviewing methods, cross tabulations, and his confidence in the results. He invited anyone with questions regarding the survey technique to meet with him in a separate workshop session.

After the opening session, the people went to various rooms in the community center to discuss the survey results, the status of city services and options for the future. In the morning five workshop sessions met to discuss public safety, child care, housing, waste treatment, and transportation. A council member opened each session and introduced the city staff present. The assigned member of the management staff (usually the same person who had prepared the issue paper) presented the issue and survey results. Speakers used many visual aids in their presentations and written reports were available. Booklets of survey results, including cross tabulations and analysis were available in each session. Booklets were printed by issue area, so people interested in only one topic (e.g.: child care) could get the total responses for that topic only. In addition, copies of the total questionnaire and overall percent responses were available in the workshop session.

The format of the sessions varied according to the number of people in the session, the nature of the topic, and the preference of the speakers. Large sessions (of 100-200 people) on transportation and emergency medical services, for example, were primarily presentations with question and answer sessions. Smaller sessions (e.g.: a child care session of 40 people) began with a presentation and then broke into four small groups to discuss issues. The management staff in each session took minutes of the session.

Citizens were free to attend more than one morning session and several did.

At the end of each session, citizens were encouraged to sign up for task forces to work on the issues and recommend action. At noon workshop participants went back to the gym for a fried chicken lunch and more talk.

Council members and city staff discussed issues and concerns with citizens. Chairs were arranged in circles of ten to encourage discussions.

An information booth was staffed the entire day to give directions to the sessions, provide copies of all printed reports and questionnaires, answer questions, and sign people up for task forces.

After lunch five more sessions began discussing recreation, citizen participation, open space, library, and economic development. These sessions were conducted in the same manner as the morning sessions.

Attendance in the afternoon was about the same as in the morning. Most people who came stayed all day.

At the end of the day, 250 people had signed up to work on the ten task forces. The topics of the ten task forces corresponded to the ten workshop sessions of the day. The council member and speaker assigned to the workshop sessions were also assigned to the corresponding task force.

After the workshop, the next task of the issue action phase of the project was to meet in the task forces.

All task force meetings were public meetings. Any citizen could join a task force at any time and receive personal notice and minutes of all task force meetings.

Each week a schedule of task force meetings was published in the newspaper and was posted in city hall, the library and the community center.

During February and March, there were 94 separate task force meetings. Citizens asked questions, made field trips, researched specific proposals, examined the city budget, talked with experts, searched for ways to pay for each proposal, and prepared a report on their research and recommendations.

The child care task force provides a typical example of the task force process.

There were approximately forty people attending the first task force meeting at the community center, most of whom had been in the Saturday workshop session two weeks before. About fifteen were involved in day care interest groups that were involved in the project the summer before during the issue research phase. About ten were day care professionals, directors and teachers in day care centers or advisors in county day care programs. The remaining twenty were interested citizens, some with small children, others without.

After opening remarks by the council member and city staff, the group decided to break into three working subcommittees. Each subcommittee selected its own chairperson and set the date and purpose of their next meeting.

The group decided that each subcommittee would meet weekly during the six-week period allotted to the task forces. Each subcommittee would prepare a report on its findings and recommendations to bring to the entire child care task force. The task force as a whole would prepare the final report and recommendations to the city council.

A staff member met with each of the subcommittees. Members wrote the minutes of the meetings and the staff member had them typed and sent to each member of the task force the week of the meeting.

The child care task force members made a comprehensive list of existing day care centers in Sunnyvale and the type and cost of the care provided. They also talked with representatives of a neighboring

city, Palo Alto, that had begun work in child care. They reviewed state licensing requirements, and regulations for federal Community Development Block Grant funds, developed sample budgets, heard reports of new program ideas and centers without sufficient funds and ways to raise city money.

In the final task force meeting with the council member. the task force prioritized their recommendations and proposed implementation over a three-year period. The costs of the recommendations were computed and the task force recommended ways to pay those costs. The final recommendation to the city council submitted in March was as follows:

During fiscal year 75-76:

1. That the City fund a child care center with Community Development Block Grant Funds, according to the guidelines established by the Task Force.
2. That the City designate a non-profit corporation to implement and coordinate the Task Force recommendations, and to hire a Mobilizer to administer disbursement of money and develop community support for child care.

During fiscal year 76-77:

3. That the City review for funding the following child care programs in priority order:
 - a. Support for existing non-profit child care programs.
 - b. A combination Day Care Home - Preschool Program.
 - c. An extended Day Care Program.
 - d. An Infant-Toddler Program.
 - e. A sick child care program.
 - f. A part-time child care program.

Funding:

1. The child care center will be funded by the \$50,000 from the Federal Community Development Block Grant funds.
2. The \$29,050 for the Mobilizer's salary and office expenses will be funded by a .1 of 1% increase in the utility users tax.

The final task of the issue action phase was for all task forces to recommend actions to the city council. Each recommendation had a cost computed and a revenue source identified. All recommendations were presented publicly at a city council meeting.

Summaries of all the task force recommendations were printed in a report to citizens mailed to every household in Sunnyvale. A copy of that report is included in the appendix.

In March, all ten task forces presented their recommendations and reports to the city council. The recommendations and a description of the entire "New Directions" project were printed in a separate booklet and available to interested citizens and community groups. Final reports and recommendations were mailed to every citizen who had signed up for a task force or who asked for information regarding the task force.

Once the council heard the recommendations and citizens received information regarding them, the city staff began to analyze the recommendations for inclusion in the budgeting process. The managers prepared a separate program budget for every recommendation of every task force. These budgets were included as a separate section of the regular Resource Allocation Plan. Copies of this entire section were mailed to every task force member, all community groups, and anyone else requesting it. A schedule of budget hearings was sent with the budget sections.

During the city council budget hearings, citizens had the opportunity

to discuss recommendations and revenue sources. At these hearings city staff presented the task force recommendations and alternative ways of accomplishing the purpose.

The city council, after studying recommendations and alternatives, amended the budget to include changes in existing programs and new programs and services. Those changes are the subject of part III: THE RESULTS.

Summary of the Process

Figure 7 summarizes the process as discussed.

The year long "New Directions" project used a variety of methods to involve groups in the city's decision-making process. Citizens, the city council, and city staff were involved through briefings, training sessions, public meetings, group discussions, written reports, surveys and task forces. The project explored the range of existing and potential city services. These groups through their involvement developed new directions for Sunnyvale.

PART III: THE RESULTS

The "New Directions" project has had a lasting impact on the city. The specific results include adjustments and addition of programs, and the continuation and development of a process.

Each task force recommendation was considered in the regular budgeting process, and most were implemented in some form. Some recommendations

FIGURE 7

THE PROCESS

TIME	ACTIVITY
1974	ISSUE RESEARCH
May	-- initial briefings for management staff & council
June	-- departmental work sessions on existing and alternative services
July-August	-- community input on existing and alternative services
	ISSUE DEFINITION
September-October	-- design survey -- prepare issue papers
October	-- training session on issues and action plans
	ISSUE TESTING
November	-- conduct citizen survey
December	-- analyze results
1975	ISSUE ACTION
January	-- information and discussion of results and action plans -- hold town workshop
February-March	-- meet in citizen task forces
April-June	-- recommend action

resulted in shifts of emphasis in program goals, and resources allocated to meet those goals. Others resulted in entirely new programs.

Once the council made the budget decisions, task force members and other interested citizens were notified. Copies of those detailed explanations of actions taken are included in the appendix. What follows is a general description of the many results of the project.

Programs

Operating programs were adjusted to incorporate survey results and task force recommendations. For example, parks and recreation expanded programs for performing and fine arts and for teenagers. In public safety, nine additional public safety officers were allocated to the existing operating programs.

New programs also began as a result of the project. A neighborhood center was located in a surplus school site in a relatively isolated section of the city. The need for better city services had been shown in this neighborhood in citizen survey data. The center houses extension library services, expanded recreational programs, and special public safety services. Librarians provide all services available at the main library, a recreation coordinator designs recreation programs specifically suited to community needs, and a public safety officer walks the beat, gets to know the community, and works on special problems. All these services are in addition to the regular city services to the area.

Community Development Block Grant funds were used to implement child care task force recommendations. The demographics from the survey identified census tracts with the greatest child care needs and helped determine the final location for the new facility.

Other new programs include a recycling center at a high school, a child care center, and a completely new department. The Department of Employment Development was created to train and employ residents.

Other new programs were slated as ballot measures because of the expense involved in implementing the recommendations. Voters have the opportunity to tax themselves for open space land acquisition and emergency medical services.

The city council financed all other actions through available funds (some federal money was used) and by changing the taxes. The council imposed a 1% utility users tax, a new construction tax and a prorated business license tax. They lowered the property tax from \$1.31 to \$1.18 per \$100 assessed valuation. The intention of the council was to pay for these new programs while at the same time shifting the tax burden away from individual property owners and toward business and industry. This is a new direction for Sunnyvale.

Process

In addition to the numerous new programs, new processes have also begun. More citizens, community groups and city employees have been involved in the decision-making process than ever before. The council has also voted to make the town workshop an annual gathering to discuss city issues.

The council has formed other citizen task forces. A charter review committee is recommending changes in the city charter.

There are more internal task forces used for one project, like the citizen survey task force that prepared the town workshop. A task force of library, public safety, parks and recreation, and administration designed the neighborhood center. A task force of public safety, parks and recreation, administration, and finance developed a procedure for bicycle licensing.

There are more internal processes to maintain and develop employee participation in decision-making and a goal-oriented organization. Employee performance evaluation is now a management-by-objective process. Each employee with his or her supervisor developed an achievement plan for the year. The plan states the employee's responsibilities in meeting program objectives, as well as innovative and career development goals of the employee.

The city has begun a process of total performance measurement that combines citizen perception of the effectiveness of city services (the citizen survey is the basis for this aspect), employee perceptions of factors aiding and hindering performance, and management's measurement of performance.

The results of the project have been many. The city has examined what its business should be and has changed. The project was successful in developing and implementing new directions for Sunnyvale.

APPENDICES

APPENDIX A: SURVEY

(All percentages are percentages of the total sample)

Field Research Corporation
234 Front Street
San Francisco, CA 94111

Interviewer No:

12	13	14

457-001
102474

COMMUNITY OPINION SURVEY

Time started: _____

Hello, I'm _____ from Field Research Corporation, a public opinion research company in San Francisco. We are doing a survey here in the City of Sunnyvale to find out how the people in the city feel about some of the services the city government provides -- things like parks, libraries, public safety and so forth. We also want to find out what the people in Sunnyvale feel is important for the city government to do, and what kinds of problems people like yourself might have.

This household has been selected as part of the random sample to be interviewed.

- ASK TO INTERVIEW (1) YOUNGEST male adult at home (18 or older)
(2) OLDEST female adult at home (18 or older)

(TO THE PROPER RESPONDENT) All the information you give me will be strictly confidential and will be used only for statistical analysis. Nobody will ever connect your answers back to you. (It should take less than a half hour of your time.)

First, let's talk about the physical development of the city -- open space and general appearance . . .

1. When you think of "open space" within the city of Sunnyvale, what does the term "open space" mean to you? (CODE ALL THAT APPLY) (BUT DO NOT READ RESPONSE CODES)

PARKS AND PLAYGROUNDS	54%
UNDEVELOPED LAND	33%
TENNIS COURTS	3%
BALLFIELDS	3%
LANDSCAPED PARKING LOTS	2%
ORCHARDS	30%
AGRICULTURAL LAND	10%
LANDSCAPED AREAS AROUND BUILDINGS	4%
EMPTY LOTS, NO BUILDINGS	20%
OTHER (specify): _____	7%
DON'T KNOW, NO OPINION	

(Total greater than 100% because
of multiple responses)

2. To what extent are you personally interested in the issue of open space in the City of Sunnyvale? Are you very interested, somewhat interested, or not especially interested?

VERY INTERESTED . . . 37%  (ASK Q. 2a)
SOMEWHAT INTERESTED . . 37%

NOT ESPECIALLY INTERESTED . 25% (SKIP TO Q. 3)

(IF VERY OR SOMEWHAT INTERESTED)

- 2a. What is the main reason you are interested in open space in Sunnyvale?
(CODE THE CATEGORY IN WHICH THE REASON FITS THE BEST) (DO NOT READ RESPONSE CODES)

REDUCE POPULATION DENSITY, AREA TOO CROWDED	22%
PROVIDE MORE RECREATIONAL FACILITIES, PARKS	19%
PRESERVE ORCHARDS AND AGRICULTURAL LAND	10%
PROVIDE A HEALTHIER ENVIRONMENT	11%
AREA BECOMING TOO INDUSTRIALIZED	3%
TOO MANY HOUSES, OTHER BUILDINGS	12%
OTHER (specify): _____	5%
DON'T KNOW	

(25% "not especially interested")

3. I am now going to read you a list of services the City government provides having to do with the general appearance of Sunnyvale. I would like for you to tell me for each of these services, whether you feel the job the City is doing is very satisfactory, somewhat satisfactory, or not very satisfactory, and whether you personally feel that the service is very important, somewhat important or not very important. This card has the categories on it, as a reminder.

(HAND CARD A)

MAKE SURE THAT THERE IS ONE NUMBER CIRCLED
IN THE "SATISFACTORY" COLUMN AND ONE NUMBER
CIRCLED IN THE "IMPORTANT" COLUMN FOR EACH ITEM

	SATISFACTORY				IMPORTANT			
	Very	Some- what	Not very	No opinion	Very	Some- what	Not very	No opinion
Landscaping of the sides and middle strips of major streets	48%	40%	10%	2%	59%	31%	10%	1%
Lighting on neighborhood streets	49%	31%	18%	3%	85%	12%	3%	1%
Conditions of streets	52%	36%	10%	2%	80%	17%	2%	1%
Neighborhood cleanliness (garbage or litter)	57%	28%	13%	2%	90%	8%	1%	1%

4. Now let's talk about public transit in the City of Sunnyvale. Do you think public transit here is very satisfactory, somewhat satisfactory or not very satisfactory?

VERY SATISFACTORY 6%
SOMEWHAT SATISFACTORY 18%
NOT VERY SATISFACTORY 42% → (ASK Q. 4a)
NO OPINION 33%

(ASK EVERYONE)

And do you personally feel that
it is very important, somewhat
important, or not very important
to have public transit in Sunnyvale?

VERY IMPORTANT 67%
SOMEWHAT IMPORTANT 16%
NOT VERY IMPORTANT 10%
NO OPINION 7%

(IF "NOT VERY SATISFACTORY", ASK):

- 4a. What is the MAIN reason you are not satisfied with public transportation in Sunnyvale? (DON'T READ RESPONSE CODES)

BUSSES TOO CROWDED 0%
BUSSES DON'T COME OFTEN ENOUGH 6%
BUSSES DON'T GO TO THE PLACES I
WANT TO GO 14%
FARES TOO HIGH 0%
NOT ENOUGH PUBLIC TRANSIT 16%
NEED DOOR-TO-DOOR SERVICE (DIAL-A-BUS) . . . 0%
PROVIDING PUBLIC TRANSIT COSTS THE
TAXPAYER TOO MUCH 0%
OTHER (specify): _____ 6%
DON'T KNOW 0%

(58% did not qualify
for this question)

- 4b. How would you prefer that improvements in the public transportation system be paid for? Would you rather pay an additional sales tax, additional property tax, or higher fares for improved public transportation system?

SALES 11%
PROPERTY 5%
FARES 20%
NOT WILLING TO PAY 1%
DON'T KNOW 5%

(58% did not qualify
for this question)

5. Turning now to public safety (police and fire protection, in other words): How safe would you feel walking alone in this neighborhood at night -- very safe, reasonably safe, or not safe at all.

VERY SAFE 35%
REASONABLY SAFE 45%
NOT SAFE AT ALL 18%
DON'T KNOW 2%

6. Usually people think of calling the Public Safety Department because of crimes, prowlers or other things that need immediate action.

I am going to read a list of other possible reasons you might call the Sunnyvale Public Safety Department. For each situation, please tell me how long you think it would be reasonable to wait for a Public Safety Officer to arrive on the scene: 5 minutes, 10 minutes, 15-20 minutes, half an hour, or one hour.

	5	10	15-20	30	60	Wouldn't call police for this
You are involved in a traffic accident with no injuries	14%	31%	41%	10%	2%	2%
Your neighbors are engaging in a loud fight	21%	28%	21%	9%	2%	20%
You come back from vacation and find your house has been burglarized.	19%	20%	22%	20%	17%	1%
Your neighbors are having a loud party after 10 p.m.	7%	15%	23%	11%	4%	40%
You're annoyed by a barking dog . . .	4%	11%	18%	15%	7%	45%

7. Here is a list (HAND CARD B) of different laws and regulations that the Sunnyvale Public Safety Department is in charge of enforcing. I would like to get an idea of how important the enforcement of these various laws and regulations is to you personally, so please look the list over and tell me which of them is most important to you . . . (WRITE "1" FOR THIS ITEM BELOW)

Now, which is next most important? (WRITE "2" FOR THIS ITEM BELOW)

Which is the next most important after that? (WRITE "3" FOR THIS ITEM BELOW)

(CONTINUE UNTIL ALL SIX LAWS AND REGULATIONS ARE RANKED 1 THROUGH 6)

	Importance Ranking					
	1st	2nd	3rd	4th	5th	6th
Laws against using marijuana	11%	14%	11%	19%	17%	27%
Juvenile delinquency control, including vandalism	55%	24%	14%	4%	3%	0%
Bicycle rules and regulations	5%	5%	17%	28%	28%	17%
Laws against bad checks and stolen credit cards	8%	23%	25%	21%	15%	9%
Traffic laws	19%	28%	27%	17%	6%	2%
Leash laws (dog and cat)	3%	5%	6%	11%	30%	45%

8. Now I'd like to ask about Parks and Recreation services in the city. For each of the following items, please rate the effectiveness of your neighborhood park in meeting your or your family's needs as very satisfactory, somewhat satisfactory or not very satisfactory. Would you also tell me whether the item is very important to you, somewhat important or not very important.

MAKE SURE THAT THERE IS ONE NUMBER CIRCLED IN THE "SATISFACTORY" COLUMN AND ONE NUMBER CIRCLED IN THE "IMPORTANT" COLUMN FOR EACH ITEM

	SATISFACTORY				IMPORTANT			
	Very	Some- what	Not very	No opinion	Very	Some- what	Not very	No opinion
The facilities in the park (ball fields, playground equip- ment, picnic tables, etc.) . . .	.61%	20%	7%	12%	64%	23%	11%	2%
Maintenance of park grounds . . .	.74%	17%	2%	7%	74%	19%	4%	2%
Feeling of personal safety while in the park	.51%	28%	11%	10%	86%	8%	4%	3%
Directed activities (arts & craft class, organized ball games, dramatics, carnivals). . .	47%	19%	6%	28%	52%	28%	14%	6%
Undirected activities (picnics, kits, walks, tennis)	.45%	27%	8%	20%	54%	28%	13%	5%

9. The Parks and Recreation Service provides both facilities and activities. Facilities are things like parks, tennis courts, swimming pools and so forth. Activities are things like pottery classes, gymnastics classes, plays, carnivals, programs for different age groups and other things like that.

In general, would you prefer to have the Parks and Recreation Service in the City provide more recreation facilities or more recreation activities than are currently provided?

(RESPONDENT CANNOT
WANT MORE OF BOTH)

MORE FACILITIES 38% → (ASK Q. 9a)
MORE ACTIVITIES 26% →
NEITHER, KEEP BOTH
THE SAME AS NOW 28% → (GO TO Q. 10)
DON'T KNOW 7% →

(IF RESPONDENT WANTED MORE OF EITHER)

42/

- 9a. Now, you indicated that you wanted more (facilities) (activities). (HAND CARD WITH WHICHEVER RESPONDENT WANTED MORE OF, CARD C OR D)

Please tell me which of the items on this list you specifically would like to have more of.

(CARD C)

	<u>FACILITIES</u>	<u>MORE</u>
1	BALL FIELDS	10%
2	NEIGHBORHOOD TENNIS COURT	19%
3	CENTRAL TENNIS CENTER	9%
4	SWIMMING POOL	14%
5	BIKE PATHS TOTALLY SEPARATED FROM STREETS	17%
6	MARKED ROUTES FOR BIKES ON STREETS (PARKING ALLOWED)	12%
7	BIKE LANES (PARKING NOT ALLOWED)	13%
8	COMMUNITY GARDEN	7%
9	MINI PARK (SMALL OR SINGLE LOT PARK)	8%
10	UNDEVELOPED OPEN LAND	13%
11	GO-CART, MINI BIKE RIDING AREA	7%
12	GOLF COURSE	5%
13	OTHER (specify) _____	4%

(CARD D)

	<u>ACTIVITIES</u>	<u>MORE</u>
1	FOR CHILDREN AGES 1-6 YEARS	6%
2	FOR CHILDREN AGES 6-12 YEARS	8%
3	FOR TEENS	11%
4	FOR AGES 20-30	4%
5	FOR AGES 30-50	3%
6	FOR SENIOR ADULTS	7%
7	FOR WOMEN	3%
8	FOR MEN	1%
9	FOR FAMILIES	8%
10	FOR HANDICAPPED	8%
11	RECREATION CLASSES	5%
12	PLAYS, MUSICAL PERFORMANCE, ART EXHIBITS, AND OTHER CULTURAL EVENTS	9%
13	SPORTS ACTIVITIES (BASEBALL, SWIMMING, GYMNASTICS LEAGUES, ETC.)	10%
14	ARTS AND CRAFTS CLASSES	10%
15	OTHEP (specify) _____	1%

10. Next, I have a few questions concerning library service in Sunnyvale.

For each of the following items, please rate the effectiveness of the Sunnyvale Library in meeting your and your family's needs as very satisfactory, somewhat satisfactory or not satisfactory. Please also tell me whether the item is very important to you, somewhat important or not very important.

(CARD A)

MAKE SURE THAT THERE IS ONE NUMBER CIRCLED
IN THE "SATISFACTORY" COLUMN AND ONE NUMBER
CIRCLED IN THE "IMPORTANT" COLUMN FOR EACH ITEM

	SATISFACTORY				IMPORTANT			
	Very	Some- what	Not very	No opinion	Very	Some- what	Not very	No opinion
Research (patents, business, students, etc.)	.44%	18%	2%	37%	61%	18%	14%	8%
Leisure reading (fiction, magazines)	.54%	16%	1%	29%	51%	29%	13%	7%
California and local history	.33%	19%	2%	46%	41%	29%	19%	11%
Bookmobile (mobile branch library)	.28%	14%	4%	53%	47%	19%	22%	12%
Children's library	.45%	12%	1%	42%	67%	10%	13%	10%
Seminars (special classes on various subjects)	.16%	16%	3%	65%	32%	29%	22%	17%
Audio-visual services: films, tapes, art prints, etc.	.21%	16%	3%	60%	38%	29%	19%	15%
Ease of getting to library	.58%	16%	8%	18%	62%	22%	9%	7%
Hours library is open	.55%	16%	3%	26%	63%	21%	8%	9%
Library has the books you want	.49%	20%	5%	27%	73%	14%	6%	8%

I would like to change the topic to child care now . . .

11. Child care means paying someone for the care of your child on a regular basis. It is usually day-long, year-round care. It is not the same as occasional babysitting. Does your family use or have need for regular child care at the present time?

YES 8% (ASK Q. 11a)
NO 91%
DON'T KNOW . . . 1%

(IF YES)

11a. Are you using and paying
for regular child care now?

(91% did not qualify for this question)

YES 6%
I HAVE CHILD CARE AT NO COST TO ME . . 1%
NO, I DO NOT HAVE CHILD CARE 2%
DON'T KNOW 0%

11b. About how much would you be willing
to pay per week for regular child
care? (based on 40 hours of child
care per week)

(91% did not qualify for this question)

\$0 - NOT WILLING TO PAY 0%
\$10 OR LESS PER WEEK 1%
\$11 TO \$20 PER WEEK 3%
\$21 TO \$30 PER WEEK 4%
SOME OTHER AMOUNT (Specify) 1%
DON'T KNOW 0%

12. Now for some general services that the city government provides: For the following services please tell me whether you think the performance of the Sunnyvale City government in meeting your needs is very satisfactory, somewhat satisfactory or not very satisfactory. Would you also tell me whether the item is very important to you, somewhat important or not very important. (HAND CARD A)

MAKE SURE THAT THERE IS ONE NUMBER CIRCLED IN THE "SATISFACTORY" COLUMN AND ONE NUMBER CIRCLED IN "IMPORTANT" COLUMN FOR EACH ITEM

	SATISFACTORY				IMPORTANT			
	Very	Some- what	Not	No Opinion	Very	Some- what	Not Very	No Opinion
Water Services	82%	13%	4%	1%	95%	5%	0%	0%
Sewer Services	83%	12%	3%	3%	95%	4%	1%	0%
Garbage collection services	73%	18%	9%	1%	96%	3%	0%	0%
Planning and zoning	28%	35%	20%	17%	78%	13%	3%	6%
Informational reports to citizens from city hall (including Recreation Activities Guide-Class Schedule, Newsletters, etc.)	58%	21%	13%	8%	65%	25%	9%	2%
Helpfulness of City employees	45%	26%	8%	20%	82%	13%	1%	4%

13. What is your opinion of Cable TV service in Sunnyvale? Do you feel that it is very satisfactory, somewhat satisfactory, or not satisfactory? And is it very important to you, somewhat important or not very important that you have cable TV service or not?

SATISFACTORY: VERY 11%
 SOMEWHAT 15%
 NOT VERY 42%
 NO OPINION 33%

IMPORTANT: VERY 21%
 SOMEWHAT 19%
 NOT VERY 53%
 NO OPINION 6%

- 14a. Here is a list of possible new services the City could provide (HAND CARD E). Please look the list over carefully and tell me which one of these services you would most like the City to provide. (CIRCLE "1" FOR THAT ITEM)

- 14b. Now tell me which one of these services you would be least interested in having the City provide. (CIRCLE "2" FOR THAT ITEM)

	MOST LIKE	LEAST LIKE
INCREASE JOB OPPORTUNITY	19%	2%
MAJOR REDEVELOPMENT PROJECT FOR THE DOWNTOWN AREA	9%	22%
PROVIDING HOUSING FOR PEOPLE WITH LOW AND MODERATE INCOMES	17%	7%
SETTLING TENANT-LANDLORD DISPUTES	2%	27%
A PROGRAM TO INSPECT THE CONDITION OF A HOUSE (OR APT. OR TOWNHOUSE) AND REQUIRE IT TO MEET HEALTH, SAFETY AND HOUSING CODES BEFORE SOMEONE MOVES IN	8%	4%
PROVIDE EMERGENCY MEDICAL SERVICE (PARAMEDIC RESCUE TEAMS SENT TO PLACES WHERE THERE IS A MEDICAL EMERGENCY)	36%	1%
PROVIDE A CENTRAL INFORMATION AND REFERRAL SERVICE	4%	15%
PROVIDE CHILD CARE	4%	22%

15. During the past year, have you or any members of your household attended any meetings or hearings of City Council, neighborhood council meetings, or board commission meetings?

YES 16%
NO 84% (ASK Q.15a)
DON'T KNOW 0%

(IF "NO", ASK):

- 15a. What was the MAIN reason you didn't go to any meetings? (CHECK CATEGORY THAT ANSWER BEST FITS) (BUT DON'T READ RESPONSES)

WASN'T INTERESTED, WASN'T WORTH TIME OR EFFORT. . 25%
TOO BUSY 18%
DIDN'T THINK IT WOULD DO ANY GOOD 2%
DIDN'T KNOW ABOUT ANY MEETINGS 20%
THOUGHT OFFICIALS ALREADY KNEW ABOUT PROBLEMS . . 1%
WAS UNABLE TO GO (LACK OF TRANSPORTATION,
POOR HEALTH, NO BABYSITTER, WAS AT WORK, ETC.) . 8%
REPORTED MY CONCERN TO ANOTHER GROUP 0%
REPORTED MY CONCERN TO THE CITY IN ANOTHER WAY. . 0%
OTHER (specify) _____ . 11%
DON'T KNOW 2%

(16% did not qualify for this question)

16. Do you feel you could have a say about the way the City Government is running things if you wanted to?

YES 61%
NO 34%
DON'T KNOW 6%

17. If you were asked to, would you be willing to work on a task force or citizens committee to improve some of the conditions you are concerned about?

YES 61%
NO 32%
DON'T KNOW 7%

Finally, just a few questions about you and your family . . .

18. May I ask your age please?

18 - 24 18%
25 - 34 27%
35 - 44 20%
45 - 54 19%
55 - 64 10%
65 AND OVER 7%

IF RESPONDENT
REFUSES TO
ANSWER, MAKE
ESTIMATE AND
CHECK BOX

☐

19. How many people are living in this household at the present time?

see attachment

20. How many children do you have 5 years old or younger?

see attachment

21. How many children do you have in ages 6 through 12?

see attachment

22. And how many teen-aged children do you have living here --
ages 13 through 18?

see attachment

23. How many women in this household work outside the home?

see attachment

24. How long have you lived in Sunnyvale?

LESS THAN 3 MONTHS 5%
3 TO 12 MONTHS 12%
1 TO 5 YEARS 33%
5 TO 10 YEARS 18%
MORE THAN 10 YEARS 31%
DON'T KNOW 0%

25. Do you rent or own your home?

RENT 37%
OWN 58%

NO ANSWER..... 5%

HAND CARD F

26. I don't need to know the exact amount, but
would you please tell me the LETTER on
this card which comes closest to your TOTAL
household income before taxes last year?
(1973)

A. UNDER \$6,000 12%
B. \$6,000 - \$7,999 8%
C. \$8,000 - \$9,999 10%
D. \$10,000 - \$14,999 20%
E. \$15,000 - \$19,999 19%
F. \$20,000 - \$24,999 14%
G. \$25,000 - \$29,999 6%
H. \$30,000 - \$39,999 5%
I. \$40,000 AND OVER 2%
REFUSED TO ANSWER 6%

27. What is the last grade or class you
completed in school?

GRADE 8 OR LESS 4%
HIGH SCHOOL, INCOMPLETE 9%
HIGH SCHOOL, COMPLETE 29%
TECHNICAL, TRADE OR BUSINESS SCHOOL . . . 4%
COLLEGE, INCOMPLETE 27%
COLLEGE, COMPLETE 12%
GRADUATE SCHOOL, INCOMPLETE 3%
GRADUATE OR PROFESSIONAL DEGREE 10%
REFUSED TO ANSWER 0%

28. Housing type (FROM OBSERVATION) . . .

DETACHED DWELLING UNIT	60%
DUPLEX	4%
MULTIPLE UNITS, LESS THAN 10 UNITS . . .	11%
MULTIPLE UNITS, 10 OR MORE UNITS . . .	18%
MOBILE HOME	6%
OTHER (specify) _____	1%

29. Sex of respondent . . .

MALE	51%
FEMALE	49%

30. Race of respondent (FROM OBSERVATION)

WHITE/CAUCASIAN	84%
SPANISH SURNAME/CHICANO/ MEXICAN-AMERICAN	6%
AMERICAN INDIAN	0%
ORIENTAL	4%
BLACK	2%
OTHER (specify) _____	2%

I hereby certify that the information contained on this questionnaire is a true and accurate record of this respondent's comments as they were given to me.

(Interviewer's signature)

(Date)

(Time completed)

Cluster Number

60	61	62
----	----	----

OFFICE
CODE

--

63/

AREA

(OFFICE USE ONLY)

VERIFICATION RECORD Date: _____
Time: _____
By: _____

RESULT: VERIFIED ()
NOT VERIFIED . . ()

TO BE REMOVED FOLLOWING VERIFICATION:

Just so my supervisor can verify my work, would you please tell me what your telephone number is here? This is for purposes of verification only, and other than that, nobody will contact you or connect your name with your responses.

TELEPHONE NUMBER: _____

NO PHONE ()

And your name please . . .

(First name)

(Last name)

Address: _____

City or place: _____

ATTACHMENT TO SUMMARY OF SUNNYVALE SURVEY RESULTS

19. How many people are living in this household at the present time?

One	16%
Two	33
Three	20
Four	17
Five	8
Six	4
Seven	2
Eight or more	1

20. How many children do you have 5 years old or younger?

None	81%
One	13
Two	5
Three or more	1

21. How many children do you have in ages 6 through 12?

None	77%
One	13
Two	7
Three	2
Four or more	1

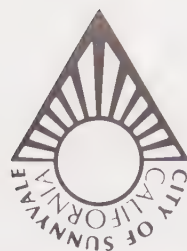
22. And how many teen-aged children do you have living here -- ages 13 through 18?

None	76%
One	14
Two	6
Three or more	3

23. How many women in this household work outside the home?

None	53%
One	42
Two or more	6

Directions New for Sunnyvale



BULK RATE
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Sunnyvale,
California
94088
Permit No. 112

Members of the City Council
Charles H. Hefterlin
Gilbert R. Gunn
Etta S. Albert
Charley C. Allen, Mayor
Donald E. Koreski
Donald S. Logan
Harold C. Shields

NOTE Your participation in the following meetings will give the city the direction it seeks:

DATE	LOCATION	PUBLIC MEETING
January 14	City Council Chambers	Public Hearing — Program & Project budget suggestions
January 18	Community Center	Workshops on survey results "New Directions for Sunnyvale"
January 31	Location and time to be announced	Begin citizen task forces at the workshop

New Directions for Sunnyvale

The City of Sunnyvale is looking for answers. Your city government has spent the last six months designing and implementing a citizen survey. The results give a representative picture of the community's concerns and the city wants to act on those results now. In order to plan for the complicated needs of the future, the entire community must participate. You are invited to a town workshop January 18, 10:00 a.m., in the Community Center to hear and discuss the results of the survey and begin the process of setting up citizen task forces for each of the major issues facing the city today. In this report, you will find out how Sunnyvale citizens feel about city services and their community in general.

Citizen Survey Timetable

1974	
May and June	Departmental research
July and August	Community outreach
September	Design survey/Contract with consultant
October	Pretest survey/Redesign survey based on pretest
November	Conduct survey
December	Tabulate and analyze results
1975	
January	Report to community
February	Citizen Task Forces meet
March	Plans for action recommended to Council

1974

MAY and JUNE

In May and June city employees met to critically look at the kind of service they were giving the community. They also looked at services they were *not* giving and compared that to what they knew about the needs of people in Sunnyvale.

JULY and AUGUST

During July and August 80 separate groups were contacted to talk about the survey and to get their perceptions and concerns about Sunnyvale. Types of groups contacted included: service clubs, business and professional organizations, senior citizens, county officials, special interest groups, churches, co-sponsored clubs, historical society, PTA, sports groups, schools, community schools, cultural and entertainment groups.

People in each group filled out a preliminary questionnaire about their general concerns and opinions. The July issue of the city newsletter "Sunnyvale Action" took the same questionnaire form to each household in Sunnyvale for additional input. Citizen survey exhibits were also set up in city hall, the library, and the Community Center. Displays explained the purpose of the questionnaires and had forms to fill out. City employees were contacted for their suggestions and ideas. Over 1,000 people directly participated in the process; 643 sent forms to city hall, many with several pages of detailed comments. People in Sunnyvale were interested in their city and its improvement. These responses contributed greatly to the final design of the November questionnaire.

People also wanted to stay involved in the survey process, so the city sent out monthly status reports to interested citizens, to community groups contacted during the summer, and to the news media.

SEPTEMBER

In September, the city hired the nationally known Field Research Corporation to conduct the citizen survey in November. Field Research Corporation was responsible for: 1) assisting the city in question design, 2) pre-testing the questionnaire, 3) selecting the scientific sample, 4) conducting the 30-minute interviews, 5) validating the interviews, and 6) tabulating the results.

OCTOBER

In October, consultants from Field Research Corporation worked with the city to express Sunnyvale's concerns in the questionnaire design. Suggestions from citizens, citizens groups, the City Council, boards and commissions, and the city staff were used in the design of the questionnaire.

Each question has been thoroughly analyzed for clarity, lack of bias, and relevance to major concerns in the city.

The questionnaire was thoroughly pre-tested in October. Interviewers went to a small sample of Sunnyvale residents and asked them the questions in a "dry-run." The questionnaire was also translated into Spanish for those who prefer to be interviewed in Spanish.

During October, Field Research Corporation also selected a random sample of Sunnyvale residents to be interviewed. The 653 people chosen are a cross-section of the community and represent the total community. The technique Field Corporation used is the same as that used nationally by Gallup and Harris polls to get the opinions of the nation.

NOVEMBER

In November, 20 interviewers personally went to the homes of 653 Sunnyvale residents and spent about half an hour asking them their opinions of city services and the type of city Sunnyvale should be.

DECEMBER

In December, we received the results, began the analysis, and wrote this report.

1975

JANUARY

We now have a reliable picture of Sunnyvale on which we can build.

Read the results.

Take a close look at your neighborhood and your community. Then help preserve what's good, make changes for the better.

Come to the January 18th Town Workshop. Work with neighbors in February on issues that concern you. Talk with your city council members.

The Results

On this page are the preliminary results of the citizen survey. All percentages you see are percentages of the total sample of 653. These are initial results. Not all of the questions are included because there was not time enough to prepare a full report before January.

None of the responses are analyzed by geographical area, age, sex, income, housing type, or any of the other demographic data collected. More of this information and other results and analysis will be available at the January 18th workshop.

Open Space

The term "open space" meant many things to many people. In Sunnyvale, the definitions most frequently given are:

Parks and playgrounds	54%
Undeveloped land	33%
Orchards	30%
Empty lots, no buildings	20%
Agricultural land	10%

(the total is greater than 100% because of multiple responses)
37% of the people in Sunnyvale are very interested, 37% are somewhat interested, and 25% are not very interested in the issue of open space.

Public Transit

Citizens rate public transit as follows: 6%, very satisfactory; 18%, somewhat satisfactory; 42%, not very satisfactory; and 33%, no opinion.

67% of the people think it is very important to have public transit in Sunnyvale; 16% think it's somewhat important, 10% think it's not very important, and 7% have no opinion.

Public Safety

35% of the people feel very safe walking alone in their neighborhood at night; 45% feel reasonably safe; 18% feel not safe.

Citizens also ranked how important the enforcement of the following six kinds of laws is to them. The areas are, ranking in importance: 55%, Juvenile delinquency control, including vandalism; 19%, Traffic laws; 11%, Laws against using marijuana; 8%, Laws against bad checks and stolen credit cards; 5%, Bicycle rules and regulations; 3%, Leash laws (dog and cat).

New Services

Here is a list of possible **new services** the City could provide. Citizens chose the **one** they would most like the city to provide and the **one** they would least like the city to provide.

	% Most Like	% Least Like
Increase Job Opportunity	19	2
Major Redevelopment Project for Downtown Area	9	22
Providing Housing for People with Low and Moderate Incomes	17	7
Settling Tenant-Landlord Disputes	2	27
A Program to Inspect the Conditions of a House or Apt. or Townhouse and Require It to Meet Health, Safety and Housing Codes Before Someone Moves In.	8	4
Provide Emergency Medical Service (Paramedic Rescue Teams Sent to Places Where There is a Medical Emergency)	36	1
Provide a Central Information and Referral Service	4	15
Provide Child Care	4	22

Citizen Participation

61% of the people feel they could have a say about the way the City Government is running things if they wanted to (6% had no opinion).

61% of the people say they are willing to work on a task force or citizens committee to improve some of the conditions they are concerned about (7% had no opinion).

General City Appearance

For each of these services, citizens rate the job the City is doing as very satisfactory, somewhat satisfactory, or not very satisfactory, and whether they feel the service is very important, somewhat important and not very important.

	SATISFACTORY				% IMPORTANT			
	Very	Somewhat	Not Very	No Opinion	Very	Somewhat	Not Very	No Opinion
Landscaping of the sides and middle strips of major streets	48	40	10	2	59	31	10	1
Lighting on neighborhood streets	49	31	18	3	85	12	3	1
Conditions of streets	52	36	10	2	80	17	2	1
Neighborhood cleanliness (garbage or litter)	57	28	13	2	90	8	1	1

Parks & Recreation

The following is a rating of the effectiveness of neighborhood parks in meeting people's needs and whether the item is important.

	SATISFACTORY				% IMPORTANT			
	Very	Somewhat	Not Very	No Opinion	Very	Somewhat	Not Very	No Opinion
The facilities in the park ball fields, play ground equipment, picnic tables, etc	61	20	7	12	64	23	11	2
Maintenance of park grounds	74	17	2	7	74	19	4	2
Feeling of personal safety while in the park	51	28	11	10	86	8	4	3
Directed activities (arts and craft classes, organized ball games, dramatics, carnivals)	47	19	6	28	52	28	14	6
Undirected activities (picnics, kits, walks, tennis)	45	27	8	20	54	28	13	5

Library

For each of the following items, please rate the effectiveness of the Sunnyvale Library in meeting your and your family's needs as very satisfactory, somewhat satisfactory or not satisfactory. Please also tell me whether the item is very important to you, somewhat important or not very important.

	SATISFACTORY				% IMPORTANT			
	Very	Somewhat	Not Very	No Opinion	Very	Somewhat	Not Very	No Opinion
Research (patents, business, students, etc.)	44	18	2	37	61	18	14	8
Leisure reading (fiction, magazines)	54	16	1	29	51	29	13	7
California and local history	33	19	2	46	41	29	19	11
Bookmobile (mobile branch library)	28	14	4	53	47	19	22	12
Children's library	45	12	1	42	67	10	13	10
Seminars (special classes on various subjects)	16	16	3	65	32	29	22	17
Audio-visual services: films, tapes, art prints, etc.	21	16	3	60	38	29	19	15
Ease of getting to library	58	16	8	18	62	22	9	7
Hours library is open	55	16	3	26	63	21	8	9
Library has the books you want	49	20	5	27	73	14	6	8

Other Services

	SATISFACTORY				% IMPORTANT			
	Very	Somewhat	Not Very	No Opinion	Very	Somewhat	Not Very	No Opinion
Water services	82	13	4	1	95	5	0	0
Sewer services	83	12	3	3	95	4	1	0
Garbage collection services	73	18	9	1	96	3	0	0
Planning and zoning	28	35	20	17	78	13	3	6
Informational reports to citizens from city hall (including Recreation/Activities Guide, class schedule, newsletters, etc.)	58	21	13	8	65	25	9	2
Helpfulness of City employees	45	26	8	20	82	13	1	4

APPENDIX C: "CITIZEN TASK FORCES -
THE RECOMMENDATIONS"

March 1976



CITY MEETINGS

(All meetings listed begin at 8:00 p.m.)

DAY	LOCATION	PUBLIC MEETING
Tuesdays	CITY COUNCIL CHAMBERS	City Council Meeting
2nd and 4th Wednesdays	CITY COUNCIL CHAMBERS	Parks & Recreation Commission
2nd and 4th Mondays	CITY COUNCIL CHAMBERS	Planning Commission
3rd Monday	LIBRARY	Library Board

Members of the City Council

Charley C. Allen, Mayor

Etta S. Albert	Donald E. Koreski
Gilbert R. Gunn	Donald S. Logan
Charles H. Hefferlin	Harold C. Shields



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New Directions for Sunnyvale

Step 2 - The Recommendations

Introduction

The City of Sunnyvale is making a unique effort to involve citizens in the decision making process of its government. Sunnyvale has asked the entire community to help plan for the complicated needs of the future. Over 1000 people participated in the initial phase of this process, contributing ideas, suggestions and opinions in the design of a citizen survey. In November, an independent opinion sampling firm conducted a scientific community-wide survey involving 653 Sunnyvale citizens. The results of this survey reflect the concerns and goals of the entire community.

Every citizen in the city was invited to a workshop January 18 to learn more about the survey results. Over 500 citizens attended the all-day workshop to discuss public safety, child care, housing, waste treatment, transportation, recreation, citizen participation, open space, library and economic development. Background and financial information were also presented to citizens at the workshop sessions. At the end of the day 250 people had signed up to work on ten citizen task forces.

From January to March these task forces met at a total of 94 separate meetings. Citizens asked questions, made field trips, researched specific proposals, examined the city budget, talked with experts, searched for ways to pay for each proposal and prepared their recommendations. On March 11 all task force recommendations were presented to the City Council for consideration in the preparation of the city's budget for the next fiscal year.

Complete task force proposals are available at the Sunnyvale Public Library, 665 W. Olive and the City Clerk's office in City Hall, 456 W. Olive. The City Council needs to hear the opinions of all Sunnyvale citizens. If you were unable to join a citizen task force, write or talk to city council members about your opinions.

The following report is a summary of the recommendations of the citizen task forces.

Citizen Participation and Information Recommendations

COMMUNITY INFORMATION BOARDS — City Council should explore implementing weather-proof, vandal-proof community information bulletin boards in neighborhood shopping centers. Representatives of the Citizen Participation Task Force, Merchant Association representatives and shopping center proprietors would work with City Staff on this research.

INFORMATION/REFERRAL — The City should fund an information/referral position at Sunnyvale Community Services. (Estimated salary cost: \$9,000).

A phone line on the City switchboard should be established directly to Community Services for information/referral purposes.

Develop a system of channeling after hours requests for information through the reference desk of the Sunnyvale Library using a written form or a tape recorder.

FUNDING — Community Development Block Grant funding of the information/referral position should be investigated.

NEIGHBORHOOD REPRESENTATIVES — That a Council of Neighborhood Representatives be established by an election process to establish a two-way communication between City Hall and neighborhoods. The Council of Neighborhood Representatives would help City Council learn the needs and concerns of neighborhoods. It would also provide the mechanism for disseminating all pertinent city information to neighborhoods.

Representatives on the Council of Neighborhood Representatives should be elected annually from 12-16 areas of the city based generally on population. Each representative would be required to hold a minimum of two town hall meetings annually in their neighborhoods.

The City Government should hold a minimum of three briefings for the Council of Neighborhood Representatives annually. In addition, the representatives should receive council agendas, and can request specific background material from the agenda that pertains to their neighborhood.

Child Care Recommendations

During the fiscal year 1975-76, the Child Care Task Force recommends funding a child care center with money from the Community Development Block Grant (\$50,000), according to guidelines established by the Task Force. In addition, City Council is asked to designate a non-profit corporation to implement and coordinate Task Force recommendations. The position of a city-funded "Mobilizer" is recommended to administer disbursement of money and develop community support for child care. The Task Force suggests that the \$29,050 for the Mobilizer's salary and office expenses can be funded by a .1 of 1% increase in the utility users tax.

City funding of child care programs during the fiscal year 1976-77 are listed in priority order by the Task Force: (1) support for existing non-profit child care program; (2) combination day care home/preschool program; (3) an extended day care program; (4) an infant/toddler program; (5) a sick child care program; (6) a part-time child care program.

Economic Development Recommendations

CENTRAL CORE REDEVELOPMENT — Recognizing that "downtown Sunnyvale" is in danger of deteriorating, the Economic Development Task Force recommends that the City Council act as the Redevelopment Agency for Sunnyvale. The Task Force requests immediate action to set the boundaries of the survey area as described in the Larry Smith & Co. report and schedule public hearings as necessary to adopt a redevelopment plan for the Sunnyvale downtown area. A total service area for Sunnyvale citizens is needed to provide better facilities and merchandise within a short distance, advises the task force.

INDUSTRIAL DEVELOPMENT — The Economic Development Task Force recommends that the present committed industrial land be developed to its maximum taxable base. Furthermore, permits for mobile home parks in industrially zoned areas should no longer be issued. Present regulations for industrial development should be reviewed, according to the Task Force, to keep Sunnyvale competitive with surrounding cities. Continued citizen involvement is recommended by the Task Force, including an advisory board of professional people to review industrial architecture and landscaping.

Housing Recommendations

The Housing Task Force recommends that a study group be formed to work with city staff to study in depth the affirmative action housing program. The responsibilities of this study group would be to: procure and coordinate data about local housing needs; study methods of procuring low and moderate income housing; provide housing information; and work with the County Housing Authority on leased housing and rent supplements.

Emergency Medical Services Recommendations

- * Training of Public Safety Officers should be upgraded to Emergency Medical Technician I level within a three year period.
- * The City should maintain the current level of ambulance service.
- * Give Public Safety Officers the option of becoming paramedics at the end of the three years.
- * Be prepared when El Camino Hospital is ready to implement paramedic services.
- * The city paramedic system should consist of three paramedic teams.

Library Recommendations

The Library Task Force recomends enlarging the Library building by approximately 13,500 square feet to provide needed space for reading and research, an audio-visual program and additional space for books. This expansion would cost approximately \$985,000.00, which could be funded through a bond issue if necessary. Another concern of the task force is that the book collection be kept up to date and large enough for patrons

Open Space Recommendations

As shown by the recent open space bond election and the citizens' survey, there is prompt need for open space acquisition in Sunnyvale. Open space sites should be preserved where needed most, considering population of the area, location and accessibility of existing open space and imminence of development. Surplused school sites and privately held parcels should be given equal consideration to achieve equitable distribution of open space throughout the community

The Task Force advocates fee-title acquisition, long term lease or lease-purchase arrangements, as well as cooperative purchase with another public agency.

FUNDING — (1) Property tax override election for a specific period. (2) Federal and state open space funds. (3) Revenue sharing and Community Development block grant funds. (4) Sale of Mountain Park to public agency. (5) General obligation bond. (6) Active support of state legislation which would allow school districts to lease sites for appropriate long-term community use. (7) Mandatory dedication of open space or payment in lieu of dedication.

Public Safety Recommendations

PUBLIC INFORMATION AND INVOLVEMENT — New lines of communication should be opened between Public Safety and the community. A bilingual position of Public Relations Assistant should be established.

COMMUNITY SAFETY — The Task Force recommends the addition of four sworn officers around the clock to Patrol Division (18 new personnel). This increase is to be covered by a 1 ½% public utility tax.

JUVENILE DELINQUENCY - Promote community-wide youth seminars directed toward gaining more knowledge about the causes of juvenile problems. Provide for the continuing study of juvenile problems by a citizen task force involving the youth of the community.

Recreation Recommendations

- CHILDREN AND YOUTH —
- Programs should assure equal opportunities for sexes.
 - A Community Center - type facility should be developed on the north side, possibly funded through a block grant; \$600,000 for acquisition and \$150,000 for operation.
 - Year-round youth employment service, administered by a full-time staff member. Cost estimated at \$40,000 per year for administrative assistant, offices, part-time secretarial services, telephone, etc.
 - Establish citywide youth advisory board to evaluate programs and services. Estimated cost: \$1500 for printing, staff time and miscellaneous.
 - Provide shelter for patio area at Orchard Gardens Park. Estimated cost: \$10,000 for capital expenditure.

SPORTS, AQUATICS AND TENNIS —

- Tennis facilities should be expanded to complete Phase I and Phase II of the Las Palmas Tennis Center, hire a professional at the Tennis Center, and install backboards and wind screens at all tennis facilities. Phase I is presently budgeted from Revenue Sharing funds in the amount of \$671,563. Phase II will cost an estimated \$400,000 and would have to be provided from a future bond program. Salary for the tennis pro is estimated at \$6000 the first two years. Backboards and wind screens would cost \$2000 per court x six courts for a total of \$12,000.
- Expand the Gymnastics and Open Gym programs. The cost for expanding the programs is estimated at \$20,140, but would be offset by revenue.
- Acquire multiple purpose open space recreation use areas for various sports activities. Funding: future bond issues.

ADULT AND CULTURAL —

- Develop a comprehensive performing and fine arts program. Estimated cost: \$9250 which would be offset by revenue from

- performances and public programs.
- Provide budgetary support of \$7500 to the development of the Historical Museum of the Sunnyvale Historical Society and Museum Association.
 - Examine the Parks and Recreation Department activity fee structure (costs and facility rental) with aim of reducing current costs to Sunnyvale residents.

GOLF —

- Resident and non-resident green fees should be established with higher non-resident fees. The additional income from non-residents, estimated at \$30,000 per year, could help offset the senior citizen and student rate.
- A special rate for students and senior citizens who are residents of Sunnyvale should be established.
- Sunken Gardens Golf Course should establish an 18-hole green fee at the following suggested rates for weekends and holidays:
Residents — \$2.50 for 9 holes, \$4.00 for 18 holes;
Non-Residents — \$3.00 for 9 holes and \$5.00 for 18 holes.
The suggested weekday rate is:
Residents — \$2.00 for 9 holes, \$3.50 for 18 holes;
Non-Residents — \$2.50 for 9 holes, \$4.50 for 18 holes.

Transportation Recommendations

To improve the current transit system, the Transportation Task Force recommends an immediate survey of origins and destinations to find out where people live and where they want to travel.

Sunnyvale's supplemental transit service for the elderly and handicapped should be continued under the current private ownership arrangement with the taxi company. If, however, the Santa Clara County Transit District acquires the taxi company, City Council should demand the same level of service from the District.

City Council should recommend to the District that future busses be purchased with diesel power instead of propane. This would allow greater flexibility in the selection of equipment at more competitive prices.

City Council should recommend to the District diversion of dial-a-ride busses to heavily traveled commuter routes from 6:00-8:30 a.m. and 4:00-6:00 p.m. From 8:30 a.m. to 4:30 p.m., these busses should be utilized in a regularly scheduled route to connect neighborhoods with downtown shopping centers and other activity centers as well as the existing inner-city arterial system.

FUNDING — If the County Transit District demonstrates it can make efficient use of its existing equipment and resources and develops a satisfactory system expansion program, the City Council should consider supporting additional funding measures.

Waste Treatment Recommendations

RECYCLING CENTERS — The Task Force sets a goal to salvage maximum amounts of materials from solid wastes by a series of recycling centers. A model recycling center is recommended for Fremont High School, to be operated by the Fremont High School Ecology Club. Based on the experiences at the Fremont High School Recycling Center, several similar recycling centers should be established at other schools, churches, shopping centers, etc. City cost is estimated at \$370 to set up the Fremont High School Center and at \$170 for each additional recycling center.

BOTTLE BILL — The City should actively promote legislation at the State level to require returnable bottles in California as the State of Oregon has required.

WATER QUALITY — In the case of a severe earthquake, many serious main breaks could occur in the water distribution system. Power to the submersible pumps in the City's water wells could be interrupted. The Task Force recommends provision of automatic shutoff of valves at the major tanks to save water in emergencies. Estimated cost of valves: \$147,500. Additionally, one permanent and one portable generator should be provided to generate electricity in case the commercial source fails. Estimated cost of generators is \$138,500.

FUNDING — Finance the generators by an increase in water rates, 1.1% over four years or 2.2% over two years. The valves could be financed by increasing the water rates by approximately 0.6%.

SOURCE SEPARATION OF SOLID WASTES — The Task Force recommends establishment of an ad hoc committee to study the possibility of a source separation program for Sunnyvale. This committee should have approximately a six month deadline to prepare a report for consideration at the next budget hearings.

Bicentennial News Briefs

Flag Dedication

Band Concerts will highlight the dedication of Sunnyvale as a bicentennial community Sunday, April 13, 1:30 p.m., at the Community Center. Ceremonies will include presentation of the official bicentennial flag and plaque. The Bicentennial Committee invites all Sunnyvale residents to the dedication, the first event of numerous activities being planned to commemorate the nation's 200th birthday.

Mayor Allen Named to National Committee

Sunnyvale Mayor Charley Allen was named Vice Chairman of the Mayors' Committee on the Bicentennial as part of the nationwide program designed to celebrate the country's 200th birthday in 1976.

The appointment was announced by Mayor Joseph L. Alioto of San Francisco, President of the U.S. Conference of Mayors, which is working with The American Revolution Bicentennial Administration in helping to plan a meaningful anniversary for the nation.

As Vice Chairman of the Mayor's Committee on the Bicentennial, Mayor Allen will help direct and encourage Bicentennial projects in Sunnyvale. He will also meet with other Mayors in nearby areas to stimulate interest among cities which have not yet begun Bicentennial activities.

Volunteers Needed for Special Projects

Vice-Mayor Don Koreski, chairperson of Sunnyvale's Bicentennial Committee, says citizens are needed to work on bicentennial projects. Two festival projects, a fireman's muster and a Murphy-style barbeque, need volunteers immediately. The fireman's muster features competition in hose cart races and bucket brigades. It is slated for July, 1975, to celebrate the Public Safety Department's 25th anniversary.

Citizens may also volunteer for the Heritage, Horizons, Publicity or Fiscal subcommittees. Anyone interested in working on the subcommittees should contact City Hall, 739-0531, Ext. 269, or write to the Bicentennial Committee, P.O. Box 607, Sunnyvale, California 94088.

Beautification Awards

Beautiful homes and businesses in Sunnyvale were recognized in a special awards banquet February 6 at the Community Center.

This is the first year for the Beautification Program and 28 top winners were selected in residential, commercial, and industrial categories. All types of residences competed for the awards, including single family dwellings, apartments, duplexes and cluster homes.

Winners were selected on the basis of general appearance, maintenance, landscaping and overall uniqueness of design. Forty-six residences received honorable mention awards and several others won letters of recognition.

Fifty committee members worked on the six-month project, and subcommittees were formed to judge each category in different areas of the city. Senior citizens, commissioners, Chamber of Commerce members, Board of Realtors representatives and homeowners served on the Beautification Committee. Councilmember Charles Hefferlin chaired the committee.

The Beautification Program was initiated to encourage citizens to make the most of their homes with unusual landscaping and design. Gift certificates donated by Sunnyvale businesses were awarded at the banquet.

OUTSTANDING BEAUTIFICATION WINNERS

RESIDENTIAL CATEGORY:

- Burl Buford
980 Honfleur Court
- Ettore Zeponi
806 Quetta Avenue
- James W. Davies
1232 Rembrandt Drive
- J.E. Nunes
1154 Hollenbeck Road
- Thomas Tuohy
929 West Iowa Avenue
- Ray Priest
229 North Sunnyvale Avenue

- R. Meider
568 Crescent Avenue
- Neva Farmer
566 Crescent Avenue
- 777 South Mathilda Garden
Apartments
- Brookside Oaks Apartments
- Mr. & Mrs. Thomas Rothrock
Casa de Amigos No. 586
1085 Tasman Drive

COMMERCIAL CATEGORY:

- California State Automobile Association, 755 South Bernardo Avenue
- DeAnza Square Shopping Center, 1370 South Mary Avenue
- Charley Brown's Restaurant, 1116 North Mathilda Avenue
- Bank of California, 11098 East Arques Avenue
- Homestead Shell, 1125 West Homestead Road
- Pavlina Plaza, 570 East El Camino Real
- Holiday Ford, 650 East El Camino Real
- Trepel, Gingerich & Hoss, 415 South Murphy Avenue

INDUSTRIAL CATEGORY:

- | | |
|---|--|
| Xidex
305 Soquel Way | Standard Microsystems
1230 Bordeaux Drive |
| Control Data Corporation
215 Moffett Park Drive | General Electric Company
310 De Guigne |
| Boole & Babbage, Inc.
850 Stewart Drive | |
| Syncl
430 Persion Drive | |
| Omron
432 Toyama Drive | |
| ESL Inc.
495 Java Drive | |
| Illumination Industries, Inc.
825 East Evelyn Avenue | |
| Applied Technology
645 Almanor Avenue | |

Inventors Invited

Inventors are invited to a seminar at the Sunnyvale Public Library March 15, from 7:00 - 9:00 p.m., led by Edward H. Maker II, attorney.

The Sunnyvale Patent Library, a department of the Sunnyvale Public Library, sponsors the meeting as part of a series in cooperation with the Peninsula Patent Law Association and the San Francisco Patent Law Association.

There is no charge, but reservations must be made at the Patent Library in person or by phoning 736-0795. Attendance is limited to 20.

The Sunnyvale Patent Library is used by industry, research establishments and inventors from all of Northern California and the West. It is one of the public patent libraries east of St. Louis, the other being the Los Angeles Patent Library Patent Room.

City Receives Thanks

The City of Sunnyvale received a certificate of appreciation for its support to the small business community in a brief ceremony last month.

Al Silver, representing the Small Business Administration, (SBA), presented the award to Mayor Charley Allen. "Sunnyvale makes its facilities and resources readily available to small businesses," Mr. Silver noted. "The City has supported SBA seminars which in turn help us counsel the small business community."

The certificate reads that Sunnyvale has demonstrated "exceptional cooperative spirit to small businesses." SBA seminars are offered to improve the management ability of small business owners.

APPENDIX D: NEWS ARTICLES

Citizen survey results to guide city's future

The first glimpse of what may become the new face of government in Sunnyvale will come Tuesday with the release of the results of the city's first scientific survey of residents.

The \$14,000 poll was conducted by the Field Research Corporation of San Francisco during November and early December and included personal interviews with 600 Sunnyvale residents selected through scientific procedures which attempt to guarantee that the sample represents a cross-section of the city's population.

Sunnyvale's officials had been gearing up for the poll for the past two years in hopes that it will inaugurate a new era in the city — an era in which services for residents become the main part of government activity, rather than the provision of the basic building blocks of the physical city.

According to City Manager John Dever, those building blocks — streets, gutters, storm pipes, civic buildings — have nearly all been built. His budget message earlier this year noted that 1974 "marks the turning of the corner to full maturity that has been, a community goal for for the past 22 years.

The citizens survey is the key in helping decide which path the city will take now that it has turned the corner.

Are residents most interested in getting an efficient rapid transit system? Is child care a crying need for a large sector of the population? How concerned are residents about the city's lack of identity and what are they willing to do about it?

Questions such as these have been posed to the sample of residents who were interviewed for the poll. Their answers were cross-tabulated and then summarized by the city staff.

This voluminous stack of information will be relayed to the City Council

Tuesday. But it will be only the first step in determining the kinds of programs the city will launch during the next few years.

Most management personnel working for the city have drafted "issue papers" dealing with their particular fields in an attempt to define their view of the direction which the city government should head.

These, too, will be presented to the council.

Dever said the survey and issue papers "should sharpen the decision-making process for the City Council, as well as clearly outlining the difficult choices among the many competing

needs which are restricted by financial limitations."

After receiving the survey results and issue papers, it will be up to the council members to decide how they want to respond to the needs and desires expressed by the people who were polled.

City officials acknowledge that they have been searching for innovative ways to involve as many citizens as possible in implementing programs which the council reads as being the key ones pointed out by the survey.

The method which currently seems to be most likely is the creation of "task forces" of residents and officials

who would delve into specific issues, such as child care, traffic or open space.

The stage at which such task forces would enter the decision-making process is unclear.

The council will not be tied in a direct way to following the courses indicated in the survey results. However, the results will be adding a quantitative element into the political picture which has not existed before. To buck a trend which has shown up clearly in the survey would now be clearly a way of acting contrary to the expressed wishes of a segment of the city's population.

Valley Journal

1/3/75



SUNNYVALE

SCRIBE

editorial

Editorial

Task force power

A MOST REMARKABLE change in city government is surfacing this month in Sunnyvale.

For the first time in memory, the city council is taking decisive steps to bring the public into the problem-solving arena. We say "right on" to their new municipal leadership.

No one enjoys the idle complainer. But until now, there's been little one could do outside of leveling some scatter-shot criticism.

Now nine citizen task forces are saddled with an equal number of problems. They are looking for solutions to inadequate public transit, stagnant economic growth, disappearing orchards and compounding troubles with waste disposal.

Their jobs will be tough, but the city council's should become easier. For several years the council has been making decisions in accord with their own good logic. But obviously seven people cannot reflect the wishes of

105,000 others. The new task forces should provide guidance the council needs and deserves to make correct decisions.

That's why we think the task force system is perhaps the most revolutionary change in Sunnyvale government since its charter was written in 1949.

The Scribe encourages every person in Sunnyvale to join a task force, just as we encourage the council to listen to their findings — both good and bad.

It indeed is exciting that city issues can be solved by the people directly. Their vote for a council candidate no longer is their last say in city affairs.

It's time for the public to speak and the council to listen. It's time for some digging for facts, some constructive discussion and some realignment of city goals.

Times will get more difficult, when specific proposals are culled from the task forces' work. But Sunnyvale is "the city that can" and, from the new outlook we see, it will.

Sunnyvale project gets award

"New Directions for Sunnyvale," Sunnyvale's project to involve its citizens in municipal decision-making, has won an "Achievement in Public Administration" award from the American Society for Public Administration.

The project began last year with a massive citizen survey, after which 10 citizen task forces were appointed to recommend new programs and ideas. The task force recommendations now are being considered by the City Council.

In announcing the award, the society called Sunnyvale's project "a superior example which demonstrates new developments in responsive public programs."

KUDOS FOR CITY'S 'NEW DIRECTIONS'

"Superior" is the word for Sunnyvale's "New Directions" citizen project, say jurists of a contest sponsored by the American Society for Public Administration. The society is awarding the city project, aimed at creating programs for city needs, an achievement award in public administration. The project "demonstrates new developments in responsive public programs," according to the society president. About 250 citizens joined 10 task forces Jan. 18 and studied new needs of the city. Some 70 recommendations offered by the task forces now are being considered for city funding.

And for chicken and corn

Crowd comes for idea exchange

By JIM BARRETT

"NEW DIRECTIONS for Sunnyvale," a city project to get citizen answers to local problems, took a bow Saturday, Jan. 18 that resembled a department store grand opening.

A crowd estimated at 600 came to discuss results of the recent citizen survey and to join task forces. The nine task forces will re-think city services and it is hoped, produce solutions faithful to the project's name.

The city served 920 pieces of chicken, 460 cobs of corn and enough cups of soda to busy a bucket brigade. Buses hauled some of the local folk from city parks and babysitters were doing double-time at the conference watching 60 toddlers.

COUNCILMAN DONALD LOGAN also was doing double-time quenching the public's curiosity about dial-a-bus transit's apparent failures.

Logan is Sunnyvale's member on the county transit commission.

But the councilman was no defender of the system: "The county would have done better to leave those buses in the barns until the system was working. It would have been better than to have them sitting idle at street corners."

Several in the crowd claimed that fixed routes, which would stop at specific corners every 15 minutes, could better serve Sunnyvale than dial-a-bus.

Logan told the group that the court order telling the transit district to buy county taxi companies "may be a blessing in disguise." He suggested some 90 "dial-a-ride" buses may be assigned to regular routes and that cabs would become the county's fleet for dial-a-ride.

MEANWHILE, Councilman Harold Shields convened a meeting on open space land preservation. He suggested that surplus, unused school property should be acquired first for open space needs. The group set its first meeting for Monday, Jan. 27 at Lakewood park, 834 Lakechime drive. It will start at 7:30 p.m.

Mayor Charley Allen, chairman of a task force on city economic development, met some opposition to downtown redevelopment from merchants.

Task force chairmen sent committee members home with booklets detailing results of the citizen survey. They are asking that persons study the figures, some of which include opinion breakdowns by neighborhood, and create methods to improve services in the particular areas.

Most task forces will probably not start meeting until the first week of February. City officials point out that persons can still join the task forces.

SIGN-UP ROSTERS are available in the city clerk's office, 456 W. Olive ave., and persons may also join the committees when they meet.

Each task force will make program proposals which are due March 4. The city council may start considering the new

ideas as early as March 11.

Survey data is being reported by neighborhood to the city's transit task force. Results indicate that more than half of the persons in three residential neighborhoods — Las Palmas, Ortega and Raynor Park — say public transportation is "not very satisfactory."

The same opinion is reported from the city's central district, which is composed of both residential homes and industrial plants.

Sunnyvale Scribe:
1/22/75

APPENDIX E: TASK FORCE
SAMPLE BUDGET

City of Sunnyvale
CITIZENS TASK FORCE RECOMMENDATIONS
PROJECTS AND PROGRAMS

Project: Child Care Mobilizer
Task Force: Child Care

Resource/Element	TOTAL	PROPOSED 1975-1976	Projected						
			1976-1977	1977-1978	1978-1979	1979-1980	1980-1981	1981-1982	1982-1983
Workhours (Operating)	28,800	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600
Resources (Dollars)									
Operating Costs	411,982	42,355	45,473	48,186	50,469	52,838	55,168	57,530	59,963
Capital Outlay	450	450	-	-	-	-	-	-	-
Total Resources	412,432	42,805	45,473	48,186	50,469	52,838	55,168	57,530	59,963

Purpose:

Hire a mobilizer to aid in acquiring funding and to administer funds for child care centers.

APPENDIX F: TASK FORCE LETTERS



CHILD CARE TASK FORCE REPORT
June, 1975

It is with pleasure that I report the city council's recent action on the recommendations from the Child Care task force.

As the task force recommended, the council allocated \$48,664 of the Community Development Block Grant funds to begin a child care center. The funds are for a one-year pilot project to be operated by a non-profit corporation. The pilot project will also test other concepts recommended by the task force: parent-user Advisory Board, socio-economic mix of children, sliding scale fee, educational component, residency requirement, and extensive evaluation.

A request for proposal has been sent to interested organizations. The city council will award the contract July 15, 1975 so that operation of the center can begin as soon as possible.

The council also recognized the need expressed in the task force's second recommendation: to designate a non-profit corporation and a child care mobilizer to coordinate child care in the city and to develop community support for child care centers. The council included requirements for coordination in the pilot proposal. Those operating the pilot child care program are required to hold at least one briefing session for all interested citizens and child care professionals on the results of the pilot project. The idea is to have people in the field talk about what works and what doesn't work as a basis for planning the next steps.

The third recommendation, to review other types of child care for funding next year, was also accepted by the city council. Better decisions can be made once we have more information on the pilot project, emerging centers, and statistics from the Santa Clara County Pilot Study funded by AB1244.

The council is impressed with the work of the child care task force. The recommendations and research were a major part of the "New Directions for Sunnyvale." The task force report is already being used by several other cities and states interested in this successful model.

The city council and staff thank you for your work in making Sunnyvale a better place to live and work. You've done a fine job. I enjoyed working with you.

Camille Cates
Staff Liaison



June, 1975

Dear Task Force Members:

The City Council has considered all of the recommendations from the Citizen Participation and Information Task Force.

To improve communications and services in neighborhoods, the City Council approved a Neighborhood Center Pilot Project at the Bayside surplus school site. Located in Lakewood Village, this Neighborhood Center will extend library services, provide a neighborhood resource officer from public safety and improve recreational services in the area. Features of the library services are: a mini reference collection, a rotating book collection, periodicals, and a complete printout of all books at the main library. Hours for the library services will be 9:00-9:00 Monday-Thursday, and 9:00-5:00 on Friday and Saturday.

The Neighborhood Resource Officer will meet with individuals and community groups to work on crime prevention and establish good community relations.

Other organizations are interested in providing services at Bayside School. Along with the City of Sunnyvale, the County of Santa Clara, De Anza College, Project HOPE and Sunnyvale Community Services are meeting with citizens to develop a cooperative program at the site.

After hours requests for information will be filled through a written form, available at the main library and the Bayside Neighborhood Center. The citizen filling out the request form will be contacted by telephone or mail as soon as the information is gathered.

Your participation on the task force has raised many issues to the City Council. The City Council and the staff would like to thank you for your interest and concern over the future of Sunnyvale. Your ideas and continued participation in city government will help make Sunnyvale a better place to live.

Sincerely,

Elizabeth K. Kellar

Elizabeth K. Kellar
Staff Liaison

CITY OF SUNNYVALE
CALIFORNIA

June 18, 1975

To: Members of Economic Development Task Force

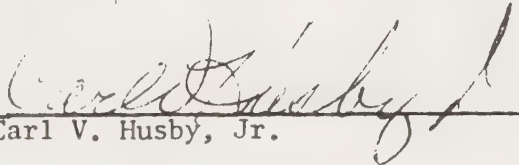
From: Carl V. Husby, Jr., Director of Finance

Subject: Council action on Task force recommendations on Downtown Development

The City Council of the City of Sunnyvale has responded to the Economic Development Task Force recommendation relating to Central Core Development.

The approved budget for the 1975-1976 fiscal year includes an appropriation of \$96,393 to develop a Central Core Renewal Plan and Inventory. Attached is a description of the work plan for which the money was appropriated. Attached, also, is a tentative schedule for redevelopment planning which outlines dates of all official 1975 meetings for plan implementation.

The City Council and the staff appreciate your participation and your action oriented approach to solving the problems related to the Sunnyvale Central Core.



Carl V. Husby, Jr.

CVH:1ml



June 18, 1975

As a member of the Economic Development Task Force Committee, I am sure you will be interested in what has been happening in the City since your Committee submitted its recommendations to the City Council.

Your proposal that the City establish an entrepreneurial service to assist individuals and small businesses to establish themselves in the City, a budget item, was presented to the City Council for consideration at the budget session. The City Council decided that existing staff with the City could be made available for such a service and that technical assistance could be provided to assist individuals in seeking help through the Small Business Administration offices and through the local Chamber of Commerce.

As to reviewing present regulations for industrial development, a review of other cities' requirements in comparison to the City of Sunnyvale's requirements has been made and it does appear that Sunnyvale is competitive with the neighboring cities in attracting new industrial development. The City's policy continues to be aimed at attracting and encouraging new industrial development within our City.

The Committee indicated a concern regarding mobile home parks using up valuable industrially zoned areas. Since the Committee submitted its recommendations, there have been no applications for new mobile home parks in the industrial area.

The Committee also suggested that an advisory board of professional people be established for review of industrial architecture and landscaping, however, since the present Planning Commission and technical staff serve this purpose at the present time, no action has been taken toward establishing a new board.

The City Council and staff wish to express their appreciation for the efforts that your Committee has made to help the City in its plans to make Sunnyvale a better place in which to live and work.

Yours very truly,

Gordon R. Miller, Director
Community Development

GRM:lf



June 18, 1975

As a member of the Housing Task Force Committee, I am sure you will be interested in what has been happening in Sunnyvale since your Committee submitted its recommendations to the City Council.

Recently the City of Sunnyvale has received an invitation from the Department of Housing and Urban Development to apply for Section 8 funds as provided in the United States Housing and Community Development Act. Sunnyvale's allocation amounts to 116 units for lease subsidy and an additional 77 units which will be released at a later date for new construction and/or rehabilitation. Since in the past the City has contracted with the Santa Clara County Housing Authority to operate the lease subsidy program within the City of Sunnyvale, the Council chose to designate the County Housing Authority to administer these additional 116 units. The Housing Authority is now in the process of applying to HUD for financing of these additional living units.

You will be interested in knowing that the City Council approved a budget item to embark on a pilot housing program which will be conducted in the various areas known to have blight. This program will be continued into the second and third years under the Community Development Block Grant plan.

Your Committee's recommendation that a housing study group be formed was presented to the City Council during the budget hearings. Council was receptive to your recommendation and will very likely be establishing committees to study the housing situation in Sunnyvale from time to time.

The staff and the City Council wish to express their appreciation for the tremendous efforts that your Committee has made to help the City in its plan to make Sunnyvale a better place in which to live and work.

Yours very truly,

Gordon R. Miller, Director
Community Development

GRM:1F



June 18, 1975

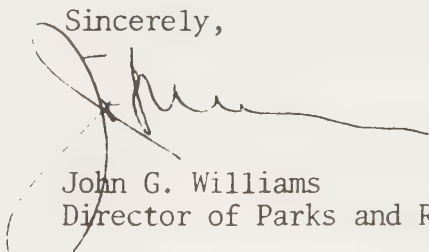
Dear Task Force Member:

On Thursday, June 12th, the City Council met in budget session to approve the budget for the fiscal year 1975-76, to become effective July 1, 1975. Because of your involvement in the Open Space Task Force, we wanted to inform you of the action the City Council took relative to recommendations from your Task Force. Although all of the ideas submitted were of value, the City Council had to weigh each of them and implement those with the greatest priority, serving the greatest number of people. The following actions will be initiated as a result of the approval of this budget.

- I. The City Council approved placing the question of acquiring additional open space on the ballot in November, dependent upon the passage of the issue, to be financed by a tax override. In addition this year's budget contains \$650,000 for acquisition of open space in fiscal year 1975-76, \$924,568 for the 1976-77 fiscal year from federal Revenue Sharing and Block Grant funds, and \$820,402 in the fiscal year 1977-78 for open space from Community Development Block Grant funds. These funds are in addition to those which will be received if the tax override is approved.

The City Council and City staff wish to thank each one of you for your participation in the Task Force and we feel your efforts and energies have proven valuable by City Council action to implement the programs you recommended.

Sincerely,


John G. Williams
Director of Parks and Recreation

JGW/dh



June 18, 1975

Dear Task Force Member:

On Thursday, June 12th, the City Council met in budget session to approve the budget for the fiscal year 1975-76, to become effective July 1, 1975. Because of your involvement in the Adult and Cultural Task Force, we wanted to inform you of the action the City Council took relative to recommendations from your Task Force. Although all of the ideas submitted were of value, the City Council had to weigh each of them and implement those with the greatest priority, serving the greatest number of people. The following actions will be initiated as a result of the approval of this budget.

I. This year's budget contains funds for expansion of the Performing and Fine Arts program, as follows:

- A. An art festival
- B. Summer music concerts
- C. Seven dance concerts
- D. Eight music recitals
- E. Ten art shows
- F. An adult chorus, adult orchestra and 7 youth music programs

In addition to these services the City will continue to adjust its cultural and fine arts classes to meet the cultural and fine arts needs of the community.

II. The City approved \$620.00 for a cooperative program with the Sunnyvale Historical and Museum Society to aid in the development of a museum at Murphy Estates Park.

III. The City staff will work with volunteer groups and clubs, particularly on art shows, to utilize volunteers to keep the art gallery open to the public.

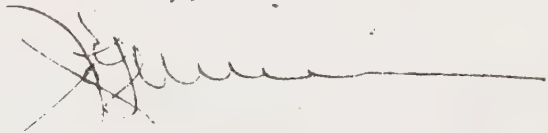
IV. Through the Administrative Assistant in charge of publicity, publicity will be given to various cultural and fine arts programs approved in this year's budget.

V. The creation of a north side neighborhood center pilot project has been approved and appropriate programs will be provided as recommended by the Adult and Cultural Task Force.

June 18, 1975

The City Council and City staff wish to thank each one of you for your participation in the Task Force and we feel your efforts and energies have proven valuable by City Council action to implement the programs you recommended.

Sincerely,



John G. Williams
Director of Parks and Recreation

JGW/dh



June 18, 1975

Dear Task Force Member:

On Thursday, June 12th, the City Council met in budget session to approve the budget for the fiscal year 1975-76, to become effective July 1, 1975. Because of your involvement in the Task Force on Children and Youth, we wanted to inform you of the action the City Council took relative to recommendations from your Task Force. Although all of the ideas submitted were of value, the City Council had to weigh each of them and implement those with the greatest priority, serving the greatest number of people. The following actions will be initiated as a result of the approval of this budget.

- I. A neighborhood center pilot project in North Sunnyvale, bordered by Bayshore Freeway (101), Mountain View Alviso Road and Calabasas Creek, known as the Diablo Triangle, serving approximately 10,000 people. The project will include 3 components working out of the Bayside Elementary School:
 - A. An extension library service with appropriate reference collections, encyclopedias and an assortment of books, utilizing the existing school library.
 - B. A Public Safety Neighborhood Resource Officer working 40 hours a week in the area in a face-to-face relationship dealing with the community.
 - C. Expansion of the existing recreation program and the addition of a neighborhood Recreation Coordinator on a full-time basis.

In addition, the City will utilize Bayside School facilities working in cooperation with other agencies who are utilizing the school and the continuation of the Park and Recreation programs at Lakewood Park, Orchard Gardens Park and Fairwood Playground.

- II. The Sunnyvale City Council, on June 10th, established the Department of Employment Development. The prime responsibility of this Department is to assure a comprehensive employment and training program for the City of Sunnyvale, utilizing various federal funds.

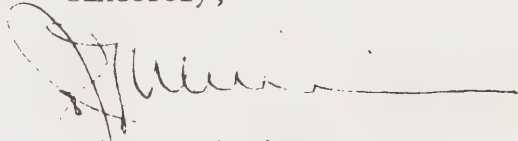
The Mayor's Youth Employment Program is in full swing for the summer and will have a great impact on youth employment. With the creation of the Department of Employment Development the City should have an on-going, year-round program, responding to the Task Force request for this service.

June 18, 1975

III. Through the local neighborhood teen programs operating out of various parks, junior highs and high school sites, involvement of youth in an advisory capacity to assure adequate programs has been implemented. Your Task Force request for a City-wide advisory board is still under consideration by the City Council.

The City Council and City staff wish to thank each one of you for your participation in the Task Force and we feel your efforts and energies have proven valuable by City Council action to implement the programs you recommended.

Sincerely,

A handwritten signature in dark ink, appearing to read "John G. Williams", with a long horizontal flourish extending to the right.

John G. Williams
Director of Parks and Recreation

JGW/dh



June 18, 1975

Dear Task Force Member:

On Thursday, June 12th, the City Council met in budget session to approve the budget for the fiscal year 1975-76, to become effective July 1, 1975. Because of your involvement in the Sports, Aquatics and Tennis Task Force, we wanted to inform you of the action the City Council took relative to recommendations from your Task Force. Although all of the ideas submitted were of value, the City Council had to weigh each of them and implement those with the greatest priority, serving the greatest number of people. The following actions will be initiated as a result of the approval of this budget.

- I. Phase I of the Las Palmas Tennis Center started June 6, 1975 and should be completed approximately February 1, 1976. Phase II has been budgeted for construction during the fiscal year 1978-79. Provision has been made to hire a tennis pro to operate the tennis facility as well as supervise instructional classes and provide instruction next year.
- II. Expansion of the Gymnastics and Open Gym programs has been provided for in this year's budget. An Open Gym will be added from 5:00 to 6:30 p.m. Monday through Thursday for 46 weeks. Additional Gymnastics programs at an introductory level will be held at many neighborhood school sites, starting this summer and fall. These programs will be introductory and upon completion, advanced students will be able to take advanced activities at the Community Center. Funds will be provided in the budget to start a Gymnastics team which will provide competitive opportunities for advanced gymnasts.
- III. The City Council approved placing the question of acquiring additional open space on the ballot in November, dependent upon the passage of the issue, to be financed by a tax override. In addition this year's budget contains \$650,000 for acquisition of open space in fiscal year 1975-76, \$924,568 for the 1976-77 fiscal year from federal Revenue Sharing and Block Grant funds and \$820,402 in the fiscal year 1977-78 for open space from Community Development Block Grant funds. These funds are in addition to those which will be received if the tax override is approved.

The City Council and City staff wish to thank each one of you for your participation in the Task Force and we feel your efforts and energies have proven valuable by City Council action to implement the programs you recommended.

Sincerely,

John G. Williams
Director of Parks and Recreation

JGW/dh

ADDRESS ALL MAIL TO: P.O. BOX 607 □ SUNNYVALE, CALIFORNIA 94088 □ PHONE (408) 739-0531

Locations: City Hall, 456 West Olive □ Public Safety, 650 West Olive □ Library, 665 West Olive



As a concerned citizen, you volunteered to serve as a member of a Citizen Task Force to make recommendations for improved Public Safety in Sunnyvale. As a result of the deliberations of your Task Force, the following recommendations were made.

1. Additional Public Safety Officers to provide four additional patrols 24 hours a day.
2. EMT Training for Public Safety Officers over a three-year period, and then phase into a complete Emergency Medical Service System.
3. A bi-lingual Public Information staff person to be assigned to the Director of Public Safety.
4. Continued study of the problems of youth in the community and the convening of seminars with youth in the community to help identify solutions to youth problems.

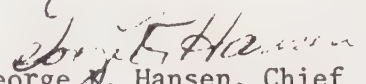
As a part of its study session on the 1975-76 Budget, the City Council and the staff considered each of the above recommendations in great detail. I am happy to inform you that the following actions will be taken during the year.

1. Nine additional Public Safety Officers will be added to the Department to improve safety in our parks and on City streets.
2. One additional Officer will be added to initiate a Neighborhood Resource Center Pilot Project.
3. Two members of the Public Safety management staff have been assigned to work with a County Task Force to work toward implementing a County-wide Emergency Medical System as soon as communication frequencies and hospitals are capable of supporting the system.
4. Through the use of the Neighborhood Resource Pilot Project and closer cooperation and planning with the City's Public Information Officer, it is planned to increase our effort to provide Public Safety education and information to our citizens.
5. The Neighborhood Pilot Project and the Officer assigned to neighborhood parks will emphasize meeting with youth to identify youth problems. Our present youth discussion groups concerned with pre-delinquent youth and our work with Community Schools will continue.

Both the City Council and the City's staff wish to thank you for your service on the Public Safety Task Force. It was a rewarding experience for all of us to work with concerned citizens to provide new directions for Sunnyvale and make our City a better place in which to live and work.

Thank you!

Sincerely,


George N. Hansen, Chief
Dept. of Public Safety

GH/ln



June 17, 1975

The City Council, at a special continued Council meeting on June 12, 1975, reviewed the four Waste Treatment Task Force reports and determined that the following actions would be taken:

1. WATER QUALITY

- a. Electric generators to provide emergency power in case of an extensive power failure due to an earthquake or other major emergencies. The electric generators on trailers are to be obtained through the City's Civil Defense program, known as MOBDES, at no cost to the City from military equipment declared surplus by the Federal Government. I have already discussed the subject with Air Force officers in charge of the program and they are going to look for two generators of sufficient capacity mounted on trailers that would be used in case of a serious emergency resulting in an extended power failure. When the equipment is delivered to the City, it will be repaired and put in first-class, dependable condition.
- b. Automatic shutoff valves for water tanks. These valves would be budgeted over approximately an eight-year period. They would be installed on a priority basis. In time, sufficient valves would be purchased for all the large water tanks in the water system.

2. RECYCLING CENTERS

The Fremont High School recycling center is already in operation and the City staff is to act as consultant for the pilot plant work for additional recycling center sites to be located at such places as churches, other schools, shopping centers, etc. Since the money involved is minor in amount, the staff will be able to

June 17, 1975

use funds budgeted for the present solid waste collection and disposal program for helping out on a consulting basis for the new sites when they are developed.

3. SOURCE SEPARATION OF SOLID WASTES

The recommendation by the sub-task force was for a study to be made to determine if it would be feasible for the City of Sunnyvale to initiate source separation of solid wastes. Since the cost for staff time, mileage and clerical work are modest in connection with the proposed report, it is possible to proceed during the coming fiscal year and charge the cost to the solid waste disposal program. After the report is completed and evaluated by the City Council, the proposal could be considered by the City Council for inclusion in a future budget.

4. THE BOTTLE BILL

The sub-task force determined that the Bottle Bill was not workable on a city or county level. The City Council will have the opportunity to promote the bill through its representatives in Sacramento on a statewide basis. Since the Council will be in contact with the representatives on other subjects, it would cost little or no additional money to discuss the Bottle Bill. Under these circumstances, it is not necessary to specifically budget funds for this sub-task force project.

The City Council and staff wish to thank every member of the Task Force on Waste Treatment for their time, effort and interest in developing the reports on the four sub-task force subjects. As shown above, the City Council has approved the staff taking action on three of the four sub-task force projects and handling the fourth at City Council level. Again, thank you for your cooperation and time, and the interested members will get together at the opportune time to discuss additional recycling centers on a pilot plant basis and the source separation of solid wastes.

Sincerely yours,



D. M. Somers
Director of Public Works

APPENDIX G: PROJECT STAFF

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